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**LIFE
INSURANCE
EDITION**

The NATIONAL UNDERWRITER

Forty-third Year—No. 17

CHICAGO, CINCINNATI, NEW YORK AND SAN FRANCISCO, FRIDAY, APRIL 28, 1939

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Proper Use of Psychological Test Is Suggested

P. L. Rohrer Warns Against Thinking Procedure Possesses Magic

"Psychological Difference Between Successful and Unsuccessful Insurance Salesmen" was discussed by Perry L. Rohrer, clinical psychologist, Cook county behavior clinic, at the Chicago sales congress Thursday.

"Insurance salesmen," he said, "have been the object of psychological and pseudo-psychological attention for many years. Earlier attempts at a psychological approach included the use of rating scales in varying forms, intelligence tests, or maybe combined with crude personality evaluations.

"The pseudo or 'quack' psychologists have extracted thousands of dollars from general agents who have grasped at such straws as phrenology, palmistry, numerology, etc. These forms of quackery have played a large part in the history of sales training in some agencies. In a few it continues today."

The more legitimate psychologists, he declared, have tended toward the use of more specific standardized tests. Typical sales organizations today which use definite psychological procedures employ one or more of the following: Intelligence test, personality adjustment test, vocational interest test, test of ascendancy-submissiveness.

Main Use of the Tests

These tests have been most frequently used in an attempt to isolate successful and unsuccessful salesmen at the time of employment.

Psychological services are available from sales organizations that have a psychological service; home offices that employ a psychologist; individual psychologists who teach in a university or who are otherwise employed, and regular psychological service organizations.

"General agents," he observed, "have tended to urge psychologists to give them something which they can use in a definite and tangible manner. Frequently this has resulted in the psychologist making an adaptation of standardized tests which are weighed and the general agent can then give the salesman or prospective salesman this series of tests, add up the score, and if it is high, take it as a criterion of success. It will take some years yet before we convalesce from this stage of psychological usage, but eventually we are certain to emerge to the realization that so complex a study as psychology cannot be left in the hands of laymen if it is to become enduringly useful.

"A psychological test is about as good as the one who interprets it. His scores on tests of personality adjustment are about as likely to indicate a high per-

(CONTINUED ON LAST PAGE)

Investment House in Important Legal Case

Equitable Life of Iowa Secures Judgment Over Bond Issue

Life companies purchasing municipal bonds have been greatly interested in the outcome of the suit brought by the Equitable Life of Iowa against Halsey, Stuart & Co. of Chicago, well known investment house, for \$266,000. The jury in Federal Judge Igoe's court at Chicago gave judgment of \$66,152. The verdict evidently was a compromise on part of the jury.

The issue involved is interesting. The Equitable declared that Halsey, Stuart & Co., in its prospectus or circular in regard to this issue did not give all the facts and misrepresented the situation. The company bought the bonds of some assessment districts of Longview, Wash. These were purchased in 1930, made in the secondary market long after the issue had been sold and distributed. In supporting the market Halsey, Stuart & Co. had bought back some of the issue which was later sold to the Equitable at about 98, or 6 percent bond.

Used An Old Circular

There was no new circular on the issue. The investment firm pulled out its "buyer's file" which included a 1927 circular and handed it to the Equitable. The description said the bonds were the sole obligation of the city and did not mention an overlapping drainage district with about \$4,000,000 of outstanding bonds. It seems that some years ago the Long-Bell Lumber Company had been building the city of Longview at the confluence of the Cowlitz and Columbia rivers in Washington where it had built mills and owned about 11,000 acres of lumber. Halsey, Stuart & Co. evidently were attracted to this issue because the bonds were unconditionally guaranteed by Long-Bell and they were handling enough of the concern's other financing to make it worth while to go to a little extra trouble.

Long-Bell's Guarantee

The main protection of the bond house and the investors was the Long-Bell guaranty. It was the biggest lumber concern in the United States. When the depression came the lumber market collapsed and Long-Bell took cover under section 77b of the bankruptcy act. After the crash a number of technical details regarding the special assessment bonds came to the front.

The lesson brought out of this suit is that municipal bond houses should be more careful in their circulars and should be more diligent to show the overlaps in governmental obligations. In municipal bonds there is almost invariably this situation. One of the daily papers, in commenting on this situation, said:

Comment by Daily Paper

"A city of Chicago obligation, for instance, when judged in comparison with the wealth of the city, might also include some consideration of obligations of the various park boards, the Sani-

Important Question Before Committee

Commissioners Group Will Study Effect of Capitalized Interest

NEW YORK—Designed to reveal whether credit for capitalized interest in mortgages is so large as to cause a question regarding the intrinsic value of the underlying real estate, an item on the agenda which the blanks committee of the National Association of Insurance Commissioners will take up when it meets here Monday would amend item 13 on page 2 to read "gross interest on mortgage loans, including \$. . . . interest capitalized, less \$. . . . accrued interest on mortgages acquired during the year." One aim of the suggested change is to facilitate an analysis, if one should be made, of the interest portion in the gain and loss exhibit.

Another Suggestion

Another suggestion would include an entry to show up (1) whether properties acquired during the current year and (2) acquired more than five years previously are earning less than 3½ percent. This would eliminate the need of showing each property separately if it were earning 3½ percent or better, and yet give the departments a line on the earning power of current acquisitions and also on how properties were working out after being on the books long enough to have been through the readjustment period.

To enable departments to know to what extent disability claims are being compromised by surrender, either of the whole contract or the disability portion, it is suggested that the location of such cases be listed so they can be followed up by the respective departments. The Missouri department suggested that since it has discovered that some claims are being resisted on grounds that are not valid in Missouri, the locality of all resisted claims be noted in the statement.

Continue N. Y. Code Committee

NEW YORK—The New York legislature has extended the life of the joint committee on insurance law revision until May 20. This will make it possible for the committee to deal with amendatory legislation which will presumably be proposed once it is certain that the law revision bill, already passed by the assembly, will pass the senate.

tary District, the state and perhaps even the mounting debt of the federal government.

"That seems pretty far fetched, and the present practice in offering circulars in about three-fourths of the instances is to give merely the obligations of the particular city or district issuing the bonds, with a frank disclaimer of any discussion of other complications. But the general practice of the bond business is one thing, and the way a future jury may look at it is another."

Management Rally Held in Midwest by Agency Heads

Practical Plans for Securing Production Are Discussed at Indianapolis

INDIANAPOLIS — Over 250 attended the General Agents and Managers Midwest Management Conference here. It started at a breakfast meeting and wound up with an informal dinner. The program was on practical topics, the underlying theme being selection and development of producers. This was felt to be the managers' and general agents' outstanding problem today.

"Under current conditions, what can be done to get the new man into stable production, quickly and efficiently?" was the discussion topic at a round table session in the morning. Warren V. Woody, Chicago manager Equitable Society, led off with suggestions on getting new men into ordinary production, and was followed by Ralph W. Hoyer, John Hancock, Columbus, O., who expressed preference for securing and training young men. He recruits from college campuses, picking graduates with outstanding records. These need some financing and must be followed closely in their training, but Mr. Hoyer reported good results from this program.

Close Supervision Needed

Judd C. Benson, manager Union Central Life home office agency, Cincinnati, has no set age for recruiting new men. However, he holds from four to six interviews with prospective agents over a period of at least 30 days before making a decision. Close supervision of their work is maintained for about 1½ years. Satisfactory results were reported. He has recently added two men to his staff, one of 50 and the other 55.

A "thought provoker" was: "Is management today in the difficult situation of endeavoring to overcome two adversaries at one and the same time? Few agency heads will deny that, under present conditions, the new man must be led into profitable production with utmost speed—if he is to become a permanent member of the profession. And few men will deny that adequate training in the fundamentals of the business is today a matter of weeks and months of careful preparation, if the public is to enjoy the expert counsel it has been taught to expect. How shall management extricate itself from the horns of this dilemma?"

Hold Panel Discussion

A panel discussion led by E. A. Krueger, manager of production, State Life, Indianapolis, followed luncheon. Two questions were covered: "Are present difficulties an outgrowth of short-sighted agency practices or of external influences?" and "Regardless of the an-

(CONTINUED ON PAGE 10)

Rankings of Life Companies Shown

TOTAL INSURANCE WRITTEN			TOTAL INSURANCE GAINED			ORDINARY (EXCLUDING GROUP AND INDUSTRIAL) IN FORCE			INDUSTRIAL		
Rank in 1938	Rank in 1937	Company	Rank in 1938	Rank in 1937	Company	Rank in 1938	Rank in 1937	Company	Rank in 1938	Rank in 1937	Company
1	1	Metropolitan	1	1	Prudential	1	1	Metropolitan	1	1	Prudential, N. J.
2	2	Prudential	2	2	Washington National	2	2	Prudential	2	2	Metropolitan, N. Y.
3	3	Aetna Life	3	3	John Hancock Mut.	3	3	New York	3	3	John Hancock, Mass.
4	4	Equitable, N. Y.	4	4	New England Mutual	4	4	Equitable, N. Y.	4	4	West. & Southern, O.
5	5	John Hancock	5	5	Southland	5	5	Northwestern Mut.	5	5	American Nat'l, Tex.
6	6	Travelers	6	6	Occidental, Calif.	6	6	Mutual Life, N. Y.	6	6	Nat'l L. & Ac., Tenn.
7	7	New York Life	7	7	National Life & Ac.	7	7	Travelers	7	7	Life Ins. Co. of Va.
8	8	Sun Life, Can.	8	8	Lincoln National	8	8	Sun Life, Can.	8	8	Monumental, Md.
9	9	Mutual Life, N. Y.	9	9	London, Can.	9	9	John Hancock	9	9	London Life, Canada
10	10	National Life & Ac.	10	10	Northwestern, Mut.	10	10	Mutual Benefit	10	10	Life & Cas., Tenn.
11	11	American National	11	11	Connecticut Mutual	11	11	Aetna Life	11	11	Peoples Life, D. C.
12	12	Northwestern Mutual	12	12	American National	12	12	Penn. Mutual	12	12	Indust. L. & H., Ga.
13	13	Lincoln National	13	13	Mutual Life, N. Y.	13	13	Mass. Mutual	13	13	Sun Life, Md.
14	14	Connecticut General	14	14	Metropolitan	14	14	New England Mut.	14	14	Home Beneficial, Va.
15	15	New England Mutual	15	15	Aetna Life	15	15	Union Central	15	15	Colonial Life, N. J.
16	16	Penn. Mutual	16	16	Life Ins. Co., Va.	16	16	Connecticut Mut.	16	16	Commonwealth, Ky.
17	17	Western & Southern	17	17	Calif. West. States	17	17	Occidental, Calif.	17	17	Baltimore Life
18	18	Massachusetts Mut.	18	18	Penn. Mutual	18	18	Lincoln National	18	18	Equitable Life, D. C.
19	19	Mutual Benefit	19	19	New York Life	19	19	Connecticut General	19	19	Home Life, Pa.
20	20	Ind. Life & Health	20	20	Massachusetts Mut.	20	20	Bankers, Ia.	20	20	Cont'l. Life, D. C.
21	21	Occidental, Calif.	21	21	Connecticut General	21	21	Canada Life	21	21	Gulf Life, Fla.
22	22	Life Ins. Co., Va.	22	22	Southwestern	22	22	Phoenix Mutual	22	22	Boston Mut., Mass.
23	23	Life & Casualty	23	23	Manufacturers, Can.	23	23	State Mutual	23	23	Liberty Life, S. C.
24	24	Connecticut Mutual	24	24	Reliance, Pa.	24	24	Pacific Mutual	24	24	Durham Life, N. C.
25	25	London, Can.	25	25	Mass. Savings Bank	25	25	Equitable, Ia.	25	25	Knight's Life, Pa.
26	26	General American	26	26	Crown Life, Can.	26	26	National Life, Vt.	26	26	Washington Nat'l, Ill.
27	27	Southland	27	27	National Life, Vt.	27	27	Occidental, Calif.	27	27	Pilot Life, N. C.
28	28	Home Beneficial	28	28	Equitable, N. Y.	28	28	Manufacturers	28	28	Inter. L. & A., Tenn.
29	29	Provident Mutual	29	29	Republic National	29	29	Great-West Life	29	29	Atlanta Life, Ga.
30	30	Washington National	30	30	Monumental	30	30	Guardian, N. Y.	30	30	Liberty Nat'l, Ala.
31	31	Monumental Life	31	31	All States	31	31	Reliance, Pa.	31	31	Carolina Life, S. C.
32	32	Union Central	32	32	Acacia Mutual	32	32	Kansas City	32	32	Home Secur'y, N. C.
33	33	Peoples Life, D. C.	33	33	Jefferson Standard	33	33	Acacia Mutual	33	33	Eureka-Md., A. Corp.
34	34	Canada	34	34	Phoenix Mutual	34	34	Home Life, N. Y.	34	34	Supreme Lib'ty, Ill.
35	35	Morris Plan	35	35	Postal Union	35	35	Confederation	35	35	N. Carolina Mutual
36	36	Northwestern Nat'l	36	36	Great West, Can.	36	36	Jefferson Standard	36	36	Texas Prudential
37	37	Bankers, Ia.	37	37	Western & Southern	37	37	London, Can.	37	37	South. L. & H., Ala.
38	38	Manufacturers, Can.	38	38	Minnesota Mutual	38	38	Home Friendly, Md.	38	38	Home Friendly, Md.
39	39	Great-West, Can.	39	39	Mutual Benefit	39	39	Fidelity Mutual	39	39	Amer. L. & A., Ky.
40	40	Reliance, Pa.	40	40	Southeastern, S. C.	40	40	General American	40	40	Gate City Life, N. C.
41	41	Kansas City	41	41	Gulf Life	41	41	Northwestern Nat'l	41	41	Peninsula Life, Fla.
42	42	National Life, Vt.	42	42	Life & Casualty	42	42	Southwestern	42	42	Pennsylvania Mut.
43	43	Confederation, Can.	43	43	Home Life, N. Y.	43	43	Western & Southern	43	43	Bankers H. & L., Ga.
44	44	Phoenix Mutual	44	44	Morris Plan	44	44	American United	44	44	Imperial Life, N. C.
45	45	Jefferson Standard	45	45	Confederation, Can.	45	45	Imperial, Can.	45	45	Home State, Okla.
46	46	Mutual Life, Can.	46	46	State Mutual, Mass.	46	46	Great Southern	46	46	Afro-American, Fla.
47	47	Southwestern	47	47	Home Beneficial	47	47	Calif.-West. States	47	47	Kentucky Central
48	48	Equitable, N. Y.	48	48	Country Life	48	48	National Life & Ac.			
49	49	Acacia Mutual	49	49	Liberty Life, S. C.	49	49	Berkshire			
50	50	Great Southern	50	50	Provident Mutual	50	50	North Amer. Can.			
51	51	Calif.-West. States	51	51	Peoples, D. C.	51	51	Crown, Can.			
52	52	State Mutual	52	52	Continental-Amer.	52	52	State, Ind.			
53	53	Liberty Life, S. C.	53	53	Sun Life, Can.	53	53	Minnesota Mutual			
54	54	American United	54	54	Shenandoah	54	54	Ohio National			
55	55	United Benefit	55	55	North Amer., Can.	55	55	American National			
56	56	Gulf Life	56	56	Mutual Life, Can.	56	56	Southland			
57	57	Continental, Ill.	57	57	Northwestern Nat'l	57	57	Life of Va.			
58	58	Liberty National	58	58	Guardian, N. Y.	58	58	Franklin			
59	59	Commonwealth	59	59	United Benefit	59	59	Bankers, Can.			
60	60	Crown, Can.	60	60	Industrial Life & H.	60	60	Mutual Trust			
61	61	Minnesota Mutual	61	61	State Farm	61	61	Columbian National			
62	62	Equitable Life, D. C.	62	62	Provident Life & Ac.	62	62	Central Life, Ia.			
63	63	Pilot Life	63	63	Security Life & Trust	63	63	Continental, Ill.			
64	64	Home Life, N. Y.	64	64	Liberty National	64	64	Pan-American			
65	65	Continental, D. C.	65	65	Continental, Ill.	65	65	Washington Nat'l			
66	66	Durham	66	66	American United	66	66	Mass. Savings Bk.			
67	67	Carolina	67	67	Equitable, D. C.	67	67	North Amer. Reass.			
68	68	Liberty National	68	68	Dominion, Can.	68	68	Guarantee Mutual			
69	69	Pacific Mutual	69	69	Bankers, Ia.	69	69	Atlantic			
70	70	Interstate Life & Ac.	70	70	Sun Life, Md.	70	70	Columbus Mutual			
71	71	Knight's Life	71	71	Equitable, Ia.	71	71	United Benefit			
72	72	Ohio National	72	72	Carolina Life	72	72	Continental Amer.			
73	73	Pan-American	73	73	Farm Bureau, Ohio	73	73	Country			
74	74	North Amer., Can.	74	74	Continental, D. C.	74	74	Bankers, Neb.			
75	75	Fidelity Mutual	75	75	Imperial, Can.	75	75	Midland Mutual			
76	76	Texas Prudential	76	76	United States	76	76	Illinois Bankers			
77	77	Imperial Life, Can.	77	77	Beneficial	77	77	Excelsior, Can.			
78	78	Sun Life, Md.	78	78	Durham Life	78	78	Indianapolis, Life			
79	79	Eureka-Maryland	79	79	Excelsior, Can.	79	79	West Coast Life			
80	80	Boston Mutual	80	80	Pilot Life	80	80	Business Men's			
81	81	Colonial	81	81	Great Amer. Texas	81	81	Alliance Life			
82	82	All States	82	82	Bankers National	82	82	Volunteer State			
83	83	South. Life & Health	83	83	Standard, Ind.	83	83	Ohio State			
84	84	Shenandoah	84	84	Ohio National	84	84	Security Life, N. Y.			
85	85	North Carolina, Mut.	85	85	Mutual Trust	85	85	American Mutual			
86	86	Continental American	86	86	Union Labor	86	86	North Life			
87	87	Mass. Savings Bank	87	87	Ohio State	87	87	Pilot Life			
88	88	Home Life, Pa.	88	88	Teachers Ins. & Ann.	88	88	Amicable			
89	89	Southwestern	89	89	Knights Life	89	89	Old Line, Wisc.			
90	90	Guarantee Mutual	90	90	Paul Revere	90	90	Commonwealth			
91	91	N. American Reas.	91	91	Policyholders Nat'l	91	91	Federal, Ill.			
92	92	Dominion, Can.	92	92	Home Security	92	92	Manhattan			
93	93	Business Men's	93	93	Texas Prudential	93	93	Beneficial			
94	94	Columbian National	94	94	Southern Life & H.	94	94	Life & Casualty			
95	95	Republic National	95	95	North Carolina Mut.	95	95	Lamar			
96	96	West Coast Life	96	96	Lincoln Liberty	96	96	Central States			
97	97	Bankers Health & L.	97	97	Lutheran Mutual	97	97	Shenandoah			
98	98	Franklin	98	98	Home Life, Pa.	98	98	North Amer., Ill.			
99	99	Bankers National	99	99		99	99	Oregon Mutual			
100	100		100	100		100	100				

* Includes Reinsurance.

* Includes Reinsurance.

Actuarial Society Celebrates Golden Year May 18-19

The 50th annual meeting of the Actuarial Society of America will be held May 18-19 at the Waldorf-Astoria in New York.

Business to be transacted includes election of officers and members of the council, presentation of new papers, and discussion of papers presented at the previous meeting.

It is expected that all officers with the exception of the secretary, J. B. Maclean, Mutual Life of New York, will probably be reelected. Mr. Mac-

lean is not a candidate for reelection. Present officers of the society are: R. D. Murphy, vice-president and actuary Equitable Society; E. W. Marshall, vice-president Provident Mutual; J. M. Laird, vice-president and secretary Connecticut General; Mr. Maclean, secretary; O. W. Perrin, associate actuary Penn. Mutual, treasurer; and J. R. Larus, vice-president and actuary Phoenix Mutual Life, editor.

Five members of the council are to be elected. Council members whose terms are expiring are H. H. Jackson, actuary National Life of Vermont; R. S. Beers, vice-president Aetna Life; H. A. Hohaus, assistant actuary Metro-

politan Life and W. R. Williamson, actuarial consultant Social Security Board, Washington, D. C. The fifth vacancy was created by Mr. Laird when he was appointed vice-president of the society to complete the unexpired term of the late J. F. Little.

A banquet celebrating the 50th anniversary will be held May 18 for members, friends and invited guests. This will be held at the Waldorf-Astoria. Among the guests will be Colonel H. J. P. Oakley, president of the Institute of Actuaries of Great Britain, who is making the trip to America as representative of the British actuarial institute.

Great Northern Celebration 30th Anniversary

Great Northern Life this year is celebrating its 30th anniversary by conducting a "Charter Day" sales contest, which has been running since March 1 and will end on May 8, the day before the company received its charter 30 years ago.

The oldest employee in years of service for Great Northern is E. P. Ortel, well known assistant vice-president who went with it in 1910. Following close on his heels is F. X. Basche, general agent at Green Bay, Wis., who joined the company in 1911, and J. A. Sullivan, vice-president in charge of the life department, who went with the company in 1912.

The Life Cashiers Association of Los Angeles heard H. E. Belden, associate general agent Union Central Life, speak on "Community Property."

Discusses Ways of Deflating Attacks on Life Insurance

May Be Some Favorable Results, Howell Says

NEW YORK—Ways of deflating unfair attacks on life insurance were discussed by Valentine Howell, vice-president and actuary Prudential, in his address before the Midtown Managers Association here. He said that while there will undoubtedly be some beneficial changes resulting from sound criticisms, most of the trouble arises from failure of the public to appreciate what insurance is and does. He suggested that efforts be made to evolve explanations which will be understandable and convincing to the public and not merely actuarially accurate.

Time of Questioning

Mr. Howell said that the present is a time of questioning and uncertainty about life insurance, primarily on account of a group of individuals who have found a new way of making a living—the life insurance "counselors." He pointed out that although a man who has been fleeced by a counselor is of course angry at the counselor he also has a tendency to blame the life companies.

While the counselors' activities have resulted in a wave of unjustified criticism, Mr. Howell indicated that the net result would not be all on the bad side, since there would undoubtedly be some changes for the better, some of which would not have occurred except for the criticisms.

Discussing some of the sore spots, the speaker said that it might as well be admitted that savings bank life insurance is really cheap insurance for those who are willing to go to a bank and make their purchases and who do not need—or think they do not need—the agent's expert services. The most legitimate objection to bank insurance, he said, is the exaggerated claims that have been made for its low net cost in New York—claims which have emanated from sources that ought to know better.

Legitimate Source of Saving

The only legitimate source of saving in bank insurance, he pointed out, is the agent's commission, unless there is a subsidy from the banks or from the state insurance department. Expense of operation may be higher than has been thought, he said, because of lack of experience, resulting in selecting risks less intelligently. He warned that agents and companies would do well not to oppose savings bank life insurance, since their motives would probably be misunderstood and the project will stand or fall on its merits anyway.

Taking up the fallacy that the reserve is "confiscated" when a death claim is paid on an endowment policy, Mr. Howell pointed to the inconsistency of such an argument in the face of the companies' well known efforts to shift their selling emphasis away from endowment policies, particularly the single premium forms.

Need Canned Sales Talk

Mr. Howell asked his hearers what they considered the best method of meeting this fallacy, saying that while it could be done easily enough in actuarial terms, there should be something corresponding to a canned sales talk

Midland Mutual Agency Manager Vice-president



J. A. HAWKINS

COLUMBUS, O.—Agency Manager J. A. Hawkins Wednesday was elected a vice-president of Midland Mutual Life to succeed the late J. C. Reitz.

which would make it clear in layman language. He said that the fallacy of "confiscation" has supporters in quarters that would not be suspected of falling for it.

As far as endowment policyholders being discriminated against is concerned, Mr. Howell said that with the falling interest return endowment policyholders are getting a better break

(CONTINUED ON PAGE 9)

Interesting Tests Made by Northwestern National

MINNEAPOLIS—That a forward step has been taken toward solution of one of the most pressing problems faced by the life insurance business is indicated by the encouraging progress of tests which Northwestern National Life of Minneapolis has been quietly conducting over the past two years in connection with the induction and training of new men. This information is contained in a letter which President O. J. Arnold has written to general agents and managers. The letter states that it was prompted by inquiries which have come to the home office about the tests, and presents a tentative report on the work so far "before it becomes a matter of general discussion and perhaps distorted rumor."

Gratifying Degree of Success

The letter reports a gratifying degree of success in tests with a selected few recruits, the highest type of employable young man available—men with exceptional college records and with obviously outstanding ability who are the objects of sharp competition by forward-looking industries, with well developed apprenticeship programs, seeking future executive timber. While these selected recruits are paid a salary at the start, the statement makes clear that the company has not merely substituted a salary for commission during the training period, but rather has sought to determine which of the fundamental procedures every successful salesman must master and practice throughout his whole career can fairly be compensated, at least during the apprenticeship period, on a salary basis. In tests so far the new man has been permitted to engage only in (1) prospecting, and (2) servicing existing business during the initial train-

ing period; he is not permitted to sell insurance in competition with the commission agents or to make recommendations. Encouraging progress has been made in defining just what the new recruit must do to justify paying him a salary.

Text of the Letter

The text of the letter follows: "For several years, the Northwestern National has been carrying on constant research into some of the pressing problems of agents. We have all seen results of certain phases of this research translated into higher production levels, and more profitable persistent business, for many of our men. These results have been gratifying; but to us they have represented only the immediate return from a research program designed from the start to point the way to better earnings and greater security for all of our agents."

"Most of this research has dealt with the problems of our more experienced agents, whose welfare I have always believed should be our primary concern. But it is obvious that no far-reaching solution of the problems of agents is possible until we have arrived at sound methods of inducing new men into the business and training them for successful careers. Indeed, the preliminary training period, the period of growth and adjustment, and the long-time period of development as a seasoned agent present almost three distinct problems. About two years ago, therefore, we began testing some conclusions we had reached in regard to inducing new men. Recent expansion in these tests with new men has been the occasion for the inquiries which prompt this letter to you."

Tested Two Essential Points

"We have had in mind testing two essential points: First, the possibility of competing for the highest grade of young men available to business; and second, the possibility of developing a paying job for these men, apart from actual sales production, which would launch them on a successful career as commission salesmen of life insurance and, at the same time, pay the Company an adequate return from their efforts. We have authorized these tests at three widely scattered points to get a variety of experience. We have picked a limited number of the highest type of young men available, men of the type life companies have heretofore had difficulty in interesting largely because other industries were competing for them with salary jobs and training programs which offered them a relatively secure future development. We have offered salaries competitive to these other industries, but with the understanding salaries would be paid only for a limited period of time."

Do Not Compete with Agents

"During this limited period, these men have not been permitted to sell insurance in competition with our commission salesmen, nor to hold themselves out as competent to advise prospects with respect to the purchase of life insurance. But under close supervision and direction, they are required to master certain methods of prospecting in the field and of servicing policyholders not now being regularly serviced by established agents. Tests have been aimed at finding the degree to which such work will offset the compensation paid and whether or not training in these tasks will act as a solid foundation training for a successful commission career. Our experience thus far indicates that the training thus received is at least effective enough to prompt the men, without exception, to ask for a commission contract to replace the salary compensation. And this request has usually come before we were ready to release the agent from his apprenticeship."

"It is early, however, to report full results."

(CONTINUED ON PAGE 9)

The Annual Roundup

This is the period of the year when many companies organize a wholesale check-up of the insurance situation of their policyholders. During the remaining months the underwriters do the best they can to maintain contact with their clients, while necessarily most of their time is divided between policyholders and new prospects.

Causes for complaint are removed; changes in beneficiary clauses to parallel insurance needs in respect to persons and types of settlement are made; the contractual right of paying a policy loan in full or periodically in part is explained; changes in times of premium payments are fixed up; there are changes in types of contracts, to accord with premium-payment ability and other circumstances; existing policies are unified in their relation to existing situations; and additional insurance is added, to expand or to complete an already existing program or one that the underwriter suggests.

The result of all this work is to increase the policyholders' satisfaction with and confidence in their company. The annual check-up is a wholesome procedure.

* * *

THE PENN MUTUAL LIFE INSURANCE CO.

WILLIAM H. KINGSLEY
Chairman of the Board

JOHN A. STEVENSON
President

INDEPENDENCE SQUARE, PHILADELPHIA

J. M. Ehle to Head Southern Ad Men

Round Table Theme Developed at Unique Gathering at San Antonio

SAN ANTONIO—The knights of the round table theme was emphasized throughout the entire convention of the Southern Round Table of the Life Advertisers Association. The group sat at a round table and a miniature mounted knight with shining armor revolved on a pedestal in the center of the circle. Shields which bore the names of past chairmen occupied the alcoves of the assembly hall.

John M. Ehle, manager of the Imperial Life of Asheville, N. C., was elected chairman of the round table; J. Bruce Trotter, agency secretary Pan-American Life, vice-chairman; and William Sexton, agency secretary, Great Southern Life, secretary.

The Jefferson Standard Life won the round table trophy for the best exhibit.

Efforts to increase the value of printed financial statements through variation in size, form, and manner of presentation still provide a field for much thought and research before definite conclusions can be drawn, comments by C. Sumner Davis, Provident Mutual, Emmett Russell, Life & Casualty, and A. Scott Anderson, Equitable of Iowa, indicated.

Urges High Ethics

A. B. Olson, vice-president Guarantee Mutual Life, in discussing "What the Public Expects of the Fieldman," said companies and agents should employ high ethics which harmonize with the services which life insurance renders. Misleading statements may in a brief time destroy constructive work done in building public confidence.

Thomas J. Hammer, Protective Life, discussed the need for the development of the South's capital and credit institutions.

William Brockhausen, director Advertising Federation of America, stated that while other companies are using the visual value of billboards, life companies have almost entirely neglected this field of advertising. He stated that the eye appeal and the fixing of the company name is especially strong in the use of an attractive billboard.

C. S. Smith, National Life & Accident, in "Spotlighting a Headliner," told of the service which life insurance renders. He gave agents credit for 99 percent of the life insurance sold.

S. R. Hay, Jr., superintendent of agents, Protective Life, speaking on "Practical Prestige Building," defined prestige as the kind of reputation gained with the life insurance buying

(CONTINUED ON LAST PAGE)

Reject Appointment of Colo. Governor

State Senate Won't Accept Somers West—Kavanaugh Still Commissioner

DENVER — The threat of a protracted court battle over the post of insurance commissioner, which has hung over the statehouse since the resignation of Jackson Cochrane, seemed practically dissipated this week when the senate refused to confirm the appointment by Governor Carr of Somers West, Pueblo insurance man, as commissioner.

Attorney-general Rogers last week appointed Luke J. Kavanaugh, who took charge of the department immediately after Cochrane resigned, as commissioner.

Carr's action in appointing Mr. West was in line with his contention that appointments of insurance commissioners, public utilities commissioners and other similar state officers belong to the governor.

Present indications are that the attorney-general's appointment is going to "stick," providing Mr. Kavanaugh makes the necessary showing in a civil service examination of all applicants for the job.

Attorney-General's Right

The senate rejected the governor's appointment on the ground that this appointment legally belongs to the attorney-general. The senate being strongly Democratic (Governor Carr is a Republican) opposition to a Carr appointment was expected.

Political authorities say the governor's only recourse lies in making an interim appointment after the legislature adjourns, which will be in the next few days. It is considered doubtful whether Carr will carry the battle that far. Should he do so, his provisional appointee would have to carry the matter to the state supreme court. Mr. West represents General of Seattle. He is secretary of the Republican County Central Committee.

With a bill to raise the commissioner's salary on the verge of final approval, it became increasingly probable that Mr. Kavanaugh, who said he would not accept the job permanently unless the salary was increased, will be willing to take the permanent appointment. The original bill to increase the commissioner's salary to \$5,000 has been amended by both houses. The senate passed the measure with a provision for a \$4,000 commissioner, a \$3,000 actuary and two additional examiners. The house passed it with a \$4,200 salary for the commissioner.

With the entire civil service setup in the midst of a legislative upheaval, it is considered unlikely that any immediate action will be taken toward filing

Matthew Woll and Dr. Crile Billed for St. Louis Rally

The theme and two of the speakers for the golden jubilee convention of the National Association of Life Underwriters in St. Louis, Sept. 23-29, are announced this week.

"The Contribution American Life Insurance Has Made to American Life" is the theme.

The speakers are Dr. George Crile, director of the Cleveland Clinic Foundation, and Matthew Woll, vice-president American Federation of Labor. Sixty-five percent of the speakers on the St. Louis program are to be other than insurance men, it was recently announced. This is in furtherance of the association's public relations plan. It is contemplated that these outside leaders give talks, praising life insurance and then the idea is to have these endorsements fed back into the professions and businesses that the speakers represent.

"American life insurance has made a contribution to American life that cannot be measured by dollars or cents or by social welfare but by a truly fine blending of both," Ralph G. Engelsman, Penn Mutual, New York, national program chairman, stated in announcing the theme.

In 1921, Dr. Crile was one of the founders of the Cleveland Clinic Foundation and has been its director ever since. In 1924 he became a surgeon for the Cleveland Clinic Hospital. He is the author of more than 20 books dealing with medicine and surgery and he is recognized as one of the country's leading surgeons and surgical scholars.

Mr. Woll in 1906 became president of the International Photo-Engravers Union of North America. He is president of Union Labor Life, International Labor Press of America, Workers Educational Bureau, America's Wage Earners Conference and International Sportsmanship Brotherhood.

Hooper-Holmes Managers Meet

KANSAS CITY—District managers of the Hooper-Holmes Bureau met here. In attendance were John J. King, New York, president; J. Charles King, director of sales; F. D. Meacham and T. W. Abbott, Chicago; F. C. Conlon, Milwaukee; Frank Dwyer, St. Louis; Clarence Madison, Omaha; James Wade, Des Moines; Henry Weedan, Minneapolis, and Mizzell Phillips, Kansas City.

charges with the commission against Ora E. Sloane, chief examiner for the insurance department. Such action was recommended by the committee appointed by the house to investigate the insurance department.

Forecast Early Trial of Missourians

Pendergast, O'Malley May Face Court in June—Grand Jury Still Busy

KANSAS CITY — Arraignment of T. J. Pendergast, Kansas City political boss, and R. E. O'Malley, former insurance superintendent, on charges they conspired to evade income tax payment on \$315,000 and \$62,500, respectively, in connection with the Missouri fire rate case settlement, will be made May 1 before Federal Judge Otis.

In the meantime the federal grand jury this week was reported to be delving into the circumstances surrounding the sale of Missouri State Life to General American in 1933, and into subsequent events involving those companies. One of the key figures, as in the fire rate case settlement, is O'Malley. A report that O'Malley sought to obtain \$200,000 from General American for the Kansas City political organization in return for his part in the sale of Missouri State to General American caused observers here to express the opinion that this phase of the grand jury's investigation might be as sensational in its disclosures as the jury's investigation of the rate settlement.

Harassed by Politicians

Attorney-general McKittrick revealed that W. W. Head, president of General American, conferred with the attorney-general Nov. 30, 1937, and in asking that the attorney-general refrain from a public inquiry, told him that the company had been "harassed" by politicians, and that O'Malley had requested a \$200,000 contribution. Mr. Head has been quoted within the last week as saying he refused to make the contribution.

Following Mr. Head's visit, McKittrick conferred with Governor Stark, and the state retained J. M. Crume, Chicago, who made some investigations of the Missouri State situation.

Attorney-general Murphy at Washington has indicated that Pendergast and O'Malley will be brought to trial early in June.

At Washington Municipal Judge Curran dismissed the case against Mrs. Margaret Braun who had been charged with stealing personal letters from Lambert S. O'Malley, son of R. Emmet O'Malley. Mrs. Braun formerly was employed as a maid in the O'Malley home. She testified she took the letters from a wastebasket. They were written by Mrs. R. E. O'Malley during the time the grand jury was investigating the fire rate case settlement. The letters were published in various newspapers after Mrs. Braun took them from the O'Malley home.



BEFORE THE CAMERA AT L. A. A. SOUTHERN ROUND TABLE CONFERENCE

(Left to right)—Karl Ljung, superintendent of agencies Jefferson Standard Life; C. C. Fleming, editor Life of Virginia; Eustace Brock, secretary Great-West Life; William Sexton, agency secretary Great Southern Life, and secretary Southern Round Table; C. B. McPhail, Great

American Life of San Antonio, and retiring chairman; J. Bruce Trotter, agency secretary Pan American Life and vice chairman Southern Round Table; John M. Ehle, advertising manager Imperial Life, and new chairman Southern Round Table.

Motivation Not Last Desperate Effort

Home Office Man Stresses Its Normal Place in Every Interview

Motivation is not a last, almost hopeless effort to save a sale that is practically lost, Malcolm L. Williams, assistant superintendent of agencies Provident Mutual, told the Chicago sales congress this week. In the best selling of the day it is not regarded as a "blow torch turned on an icicle."

"It is natural, friendly talk directed by a capable agent to a personal prospect with whose circumstances he is familiar and with whom he has some standing and prestige, in an effort to persuade the prospect to take an altogether natural step," Mr. Williams said. "In short, it is normally emotional conversation in a normal atmosphere."

Motivation in past years, he said, has been looked upon as turning on the high voltage sob story, "to give the prospect a powerful yank around down deep in his insides and make him cry until the big tears run down his waistcoat."

Old Method Was Wrong

"By and large, we were taught this about the sales process: First, you approach the victim, catch his interest; then you show him he has a need for life insurance. Next you present your insurance plan for fulfilling his needs. After doing so, you close. If to your great surprise and perhaps annoyance, the prospect shows the poor taste not to want to be closed, then you motivate."

"Now, if your hands were frozen you would certainly not put them into the stove to thaw them out. I submit that it is most equally silly to teach that men should try at the last minute and

as a last desperate resort to warm up an icecold prospect with a redhot poker.

"This is why the whole subject of motivation is distasteful to many salesmen; it sounds crazy to them and they are right. As it is often explained, it is crazy. There is no doubt that the ablest agents are today getting the bulk of their business from people they regard as their friends; with whom they have no hesitation in talking more or less intimately.

Necessary to Live Motivation

"To me motivation is a way of life. You can't work it as a device; you can work it only if you live it."

Mr. Williams gave the three words—interest, acceptability and restraint—around which he said successful life insurance selling can be built. The agent must have interest in people. Ability to motivate men depends on the agent's acceptability. He must be the sort of person other people are glad to see. He must have social interests. Too many agents, Mr. Williams said, close the doors of their homes at 6 nearly every night and never open them again until 8 the next morning. If they spend an evening with friends, it is a narrow circle.

"Perhaps they enjoy being hermits, but hermits don't sell much life insurance," Mr. Williams said. "We must come out of our shells, broaden our contacts and at the same time our interests. I see no way for the agent to separate his business life and social life. Prospects buy from you for two reasons, usually, not one. They buy from you because they respect your knowledge of your business and because they like you. Because they like you, you can motivate them to buy, in the natural way."

"If we are to make and keep social business friends, we must cultivate some measure of restraint. We must not spring upon a new acquaintance at the moment of meeting or next day and try to ram our pet policies down his throat by force and violence. Before

trying to sell him, we must learn about his situation and also establish ourselves with him as desirable persons with whom to do business. To restrain ourselves requires poise; to be well poised, self-confidence is needed. To have self-confidence we need to be sure of our acceptability and of our knowledge of our trade.

"We need one thing more—healthy personal finances. The man whose hands are wet from nervousness born of a desperate need for an immediate commission cannot be restrained."

Charles T. Davies of Wyomissing, Pa., retired industrialist, told why he bought \$1,000,000 of life insurance. He presented graphs showing how his life insurance estate had accomplished what he wanted done and what would have been the result had he followed the advice of investment men and others. Mr. Davies bought his first policy, \$2,000, the day he became engaged, and \$3,000 more before the wedding. After some years he conceived the idea of building a life insurance estate and increasing it gradually. He and his wife are able to travel nine months a year, a fact that he ascribes to his life insurance investment.

"I have no investment problems now," he said. "There was a time when I did, but life insurance solved it for me. How on earth would I invest \$100,000 in cash if I had it today? But I know exactly what my life insurance policies will bring me."

Life Insurance His Best Bet

When Mr. Davies retired he consulted with a firm of investment experts who advised changing all his single premium policies to the annual premium basis, and using the cash reserves thus released, adding some additional money, to invest in a select list of common stocks. Mr. Davies did not do this, but he preserved the list. Every Jan. 14, he said, he has his secretary check over the list to see how much money he would have lost if he had

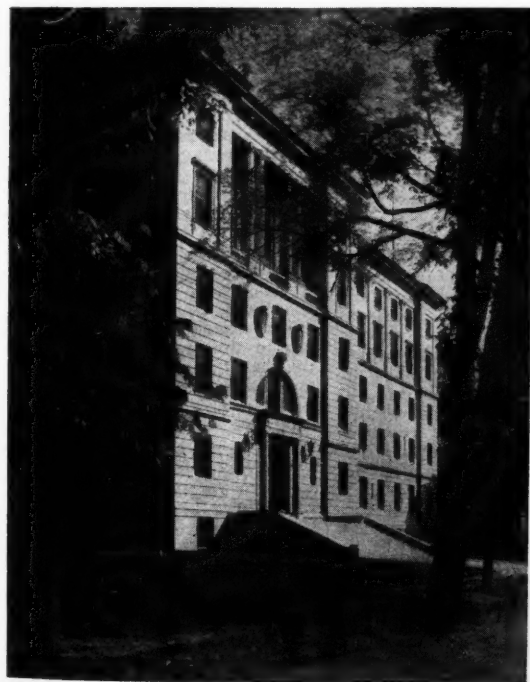
Goes to Birmingham



SAM R. HAY, JR.

Sam R. Hay, Jr., former home office agency manager of the Great Southern Life at Houston, who becomes superintendent of agents of the Protective Life, was connected with his former company for seven years. Prior to that he was with the San Jacinto Life. Before leaving Houston for Birmingham, he was the guest of honor at a banquet given by his former associates in the agency.

followed this advice. He figures that at one time the stocks for which he would have paid more than \$300,000 were worth only \$52,000, whereas his life insurance estate has moved steadily upward in value.



Visitors to the World's Fair

The State of Vermont is hopeful that visitors to the World's Fair in New York will include an automobile tour of the Green Mountain State.

If you make such a tour, we invite you to include a visit to the home office of the National Life Insurance Company.

NATIONAL LIFE
INSURANCE COMPANY
HOME OFFICE, MONTPELIER, VERMONT

PURELY MUTUAL ————— ESTABLISHED 1850

Porter Is Elected Kansas President

Big Attendance Marks Annual Meeting and Sales Congress in Hutchinson

HUTCHINSON, KANS.—Leo R. Porter, general agent Lincoln National at Wichita, was named president of the Kansas State Association of Life Underwriters at the annual meeting and sales congress here. Some 350 were registered, including many company officials and non-members and over 400 attended the luncheon addressed by Dr. A. E. Hertzler of Halstead, Kan., the "Horse and Buggy Doctor."

President Porter will announce his choice for secretary-treasurer later, although he will probably be from Wichita. It is the custom of the Kansas association for the president and secretary to come from the same city so they may work more closely together. R. G. Dennison and F. J. Mercer of Salina are the retiring president and secretary-treasurer.

J. E. Conklin, Equitable Society, Hutchinson, and Walter Leonard, General American Life, Manhattan, were named vice-presidents. John S. Kerns, Northwestern Mutual at Pittsburg and president of the Pittsburg association, was named vice-president to succeed Mr. Porter. The vice-presidents serve with the president and secretary as the executive committee. Guy C. Glascock, Ohio National manager of Hutchinson, headed the nominating committee.

Meet in Wichita in 1940

Wichita was selected for the 1940 meeting upon the invitation of President Earl H. Watson, Mutual Life of New York, Wichita president.

Among the company officers present were President H. K. Lindsley and F. B. Jacobshagen, secretary, of the Farmers & Bankers; Elliot Belden, agency manager United Life, Salina; Elmer Shurtliff, assistant general manager; W. J. Bryden, Jr., and Claude Clark, secretary, Victory Life; Ed. Bradstreet, American Home Life; Frank J. Seitz, secretary and sales director American Home, and F. A. Hadden, vice-president and secretary of Great American, Hutchinson.

Clayton Mammell, home office general agent Farmers & Bankers, chairman of the membership committee, reported a substantial gain during the year with bright prospects for the future. The Emporia association was cited for a fine membership increase. Pendleton Miller, New England Mutual general agent, Topeka, reported as chairman of the registration committee.

The annual gathering of general agents and managers included a golf tournament was followed by a dinner and seminar with Warren Woody, Chicago manager Equitable Society, as speaker. O. T. Cropper, Topeka manager Aetna, was chairman. Winners of the golf tournament included two of the guest speakers, Ernest W. Owen, retired Detroit manager of the Sun Life, and Glen J. Spahn, superintendent of agencies of the Metropolitan Life. Other winners were Levi B. Rymph, assistant general agent Aetna, Wichita, and Bert E. Porter, General American Life at Geneseo. Nearly a hundred attended the dinner and program.

The main problem of general agents and managers in public relations is to build the prestige of the people in the business and to select only career underwriters, Mr. Woody said. It has been brought about by companies' indiscriminate agency appointments in the past, by giving everyone a contract who offered the possibility of closing even a few cases, he said. The only way to solve the problem is to quit the practice, Mr. Woody counseled.

Prestige of the business and the people in it can be built by word of mouth, by

U. S. CHAMBER SPEAKERS



O. J. ARNOLD, Minneapolis



JOHN A. STEVENSON, Philadelphia

President O. J. Arnold of the Northwestern National Life will preside over the insurance group conference next week during the annual meeting of the U. S. Chamber of Commerce. He is a director of the chamber from his district. The life insurance speaker on the program will be President John A. Stevenson of the Penn Mutual Life.

making sure that the insurance and the daily press secure stories of worthwhile achievements. He suggested agency heads could clip these stories from company house organs and prepare stories for local use.

Mr. Woody presented himself as "Exhibit A" in support of his statement that an agent could make a good living selling life insurance in very small communities around 1,000 population. In 1925, he said, he sold over \$200,000, entirely in 20 payment life contracts, in Sterling, Kan., a small town. He paid for more than 80 policies in the year.

The breakfast conference Saturday morning for officers of the ten local associations was an innovation. About 100 were on hand to hear timely remarks by Holgar J. Johnson, president of the National association. President Roy G. Dennison presided, the discussion being "The things a general agent and manager should do to build prestige for the agent."

At the close of the morning session W. E. King, past president St. Louis association, presented an invitation to the National association meeting in St. Louis in September.

Dennison Calls Congress

The congress was called by President R. G. Dennison, who turned the gavel over to Vice-President J. E. Conklin, who introduced the two headliners, Mr. King and Mr. Spahn. Mr. King brought out many sales methods, using the theme of "Showing You How to Save Money," asserting that the prospect can criticize the agent for only one thing, that being "Why didn't you make me buy?"

In talking on "The Successful Life Underwriter," Mr. Spahn presented ideas on analyzing the prospect, prospecting, planning and personal sales talks, ending with the plea to "Be in reality what we pretend to be."

President-elect Leo Porter presided at the afternoon session. Mr. Owen gave his talk on "The 13 Keys to Success."

Mr. Johnson closed his talk on "Motivating Forces" with the challenge "to be the kind of an agent that entitles you to the highest degree of prestige," warning that "if you earn it you get it—but if you don't earn it you have no right to ask for it." He emphasized the idea of creating a greater appreciation of the life man's responsibility to his business. He asserted that more agents should sell life insurance so it will do the things the prospect wants it to do.

Special Libraries Group Will Meet

The Special Libraries Association, with Miss Alma C. Mitchell of the Public Service Corporation president, and Miss Laura A. Woodward of the Maryland Casualty as chairman, will hold its annual conference at the Lord Baltimore Hotel, Baltimore, May 23-27. The annual banquet will take place May 24. Christopher Billopp of the "Evening Sun" will be toastmaster and the guest speaker will be Sir Wilmot Lewis, Washington correspondent for the London "Times."

Miss Emily C. Coates of the Travelers, chairman of the insurance group, announces that on May 24, J. E. Harvey, director of the National Conservation Bureau, will speak on "How can a research library help in the vast movement for the conservation of life and prevention of death." Another speaker will be Dr. W. H. Schulze, director of the bureau of environment of the Baltimore City Hygiene & Health Department on "Occupational Diseases." On May 26, there will be a joint meeting of the commerce, insurance and public business libraries. Dr. Ernest Fisher, economic advisor Federal Housing Administration and author, will speak on "Financing the Housing Program." Dr. Robert Nathan, chief of the national income section of the division of economic research, Bureau of Foreign and Domestic Commerce, will talk on "Some Aspects of Income Statistics."

There will be an after breakfast conference when the main discussion will be "Sources of Printed Material"; "Government Sources"; "Legal Material—State and Federal." Aside from Miss Coates, who is chairman of the insurance group, Miss Mariana Thurber of the Employers Mutuals of Wausau, Wis., is vice-chairman, and Miss Eleanor Gibson of the Aetna Life, is secretary.

Honor Kay's 40 Years of Service

Harry H. Kay, who has just completed 40 years with the Metropolitan Life, was presented a 40-year service medal. At Newton, Mass., where Mr. Kay is now manager after many years as Boston manager, he was given a testimonial dinner by 100 friends and associates. In Boston he was tendered another dinner by life managers of greater Boston offices.

Many Insurance Men to Attend Meeting

Interest in Annual Gathering of U. S. Chamber of Commerce

A number of insurance men will attend the annual meeting of the United States Chamber of Commerce which starts next Monday. The national council meets the day preceding. James S. Kemper of Chicago, president of the Lumbermen's Mutual Casualty, who is vice-president of the U. S. Chamber, will preside over the session where presentation of the awards are made in the 1938 fire waste contest and also in the city and rural house conservation contest awards. George H. Davis, president of the U. S. Chamber, is president of the Davis-Noland-Merrill Grain Company of Kansas City.

At the general session the morning of May 3, President M. J. Cleary of the Northwestern Mutual Life will speak on "Enterprise Capital." Round table discussions are listed for Wednesday afternoon. O. J. Arnold of Minneapolis, president Northwestern National Life, presiding over the insurance conference, he being a director from his district. The two set speakers are Vice-president L. E. Falls of the American of Newark and President John A. Stevenson of the Penn Mutual Life.

Great-West Life's Hot Springs Rally

HOT SPRINGS, ARK.—At the convention here of the Great-West Life, nine leading agents told how to increase and hold business. Two of them, Pierre Allard, Sherbrooke, and J. E. Bergeron, Quebec, spoke in French.

A special train of nine cars brought about 200 delegates from Canadian, northern and eastern points for the convention.

H. A. H. Baker, assistant general manager and superintendent of agencies, presided. H. W. Manning, general manager, welcomed the delegates. Talks were made by A. P. Johnson, Detroit manager; P. V. Bond, Winnipeg manager; J. B. Nettelfield, assistant manager Toronto No. 1 branch; F. D. MacCharles, general manager and actuary; C. F. Dunfee, superintendent of agencies for Ontario; H. T. Wright, associate agency manager Equitable Society, Chicago, and Earl M. Schwenn, Chicago manager.

The delegate who made the longest trip to the convention was Charles F. Burkhardt, of Dawson, Yukon Territory, who lives 50 miles south of the Arctic circle. He wrote \$180,000 of life insurance last year, thereby winning for his wife and himself the first trip to the United States in 42 years.

Flickinger Entertains Visitors

INDIANAPOLIS — General agents and supervisors of the John Hancock, in Indianapolis to attend the midwest agency management conference, were guests of Dan W. Flickinger, general agent for Indiana, at a smoker.

Those attending were R. W. Hoyer, Columbus; W. M. Houze, Chicago; W. T. Macauley, Detroit; J. M. Clark, Peoria; Jerry Rawls, supervisor at Peoria; T. W. Boruff, Decatur, Ill., and Cecil Abrams, supervisor at Decatur.

Reduce Family Income Minimum

The Provident Life & Accident has reduced the minimum policy under the family income benefit provision from \$2,500 to \$1,000.

It was stated that the higher minimum has been a handicap in using the family income provision to guarantee paying off a mortgage.

Publicity Committee Named for the 1939 Annual Message

Members of the publicity committee for the 1939 "Annual Message of Life Insurance" have been named by J. C. Behan, vice-president, Massachusetts Mutual, who is chairman of the national



SENECA M. GAMBLE

committee. Committee members are: S. M. Gamble, Massachusetts Mutual, chairman; S. H. W. Fyfe, Canada Life; Karl Ljung, Jr., Jefferson Standard Life; John H. McCarroll, Bankers Life of Des Moines; D. B. Slattery, Penn Mutual Life, Philadelphia; C. T. Steven, Phoenix Mutual; A. W. Theiss, Ohio National Life; Earl R. Trangmar, Metropolitan Life.

Membership of the national committee, which was recently announced, is drawn from the Life Agency Officers Association, Institute of Life Insurance, Sales Research Bureau, National Association of Life Underwriters and Life Advertisers Association.

The week of October 23 has been set as the date for delivery of the Annual Message to the public.

Farewell Party at Peoria for J. Hawley Wilson

PEORIA, ILL.—J. Hawley Wilson, associate general agent with the Reuling & Williamson agency of Massachusetts Mutual Life, who is to become general agent at Oklahoma City for the Massachusetts Mutual, will be honored by the Peoria Association of Life Underwriters, at a dinner April 28.

Committee for the banquet includes: Chester T. Wardwell, general agent Connecticut Mutual, chairman; Stanley S. Marshall, superintendent, Prudential; Frank J. Manning, manager Metropolitan Life, and K. E. Williamson of Reuling & Williamson.

At Oklahoma City, Mr. Wilson succeeds Horace E. Combs, who will devote his full time to personal production.

Mr. Wilson was inducted into life insurance as a personal producer at age 26, by Chester O. Fischer, then Peoria general agent and now vice-president. With his first year sales amounting to \$198,000, his production averages \$650,000 annually for his 14 years in the business. He is a life member of the Million Dollar Round Table.

Active in Associations

He was president of the Peoria association in 1931, president of the Illinois association in 1934, a national committeeman 1935-37, and is now a trustee of the National Association of Life Underwriters. In 1936 he was president of the Massachusetts Mutual

Agents Association. He graduated from the University of Illinois in 1921.

Mr. Combs joined the Massachusetts Mutual agency at Oklahoma City in 1926, his sales in five years exceeding \$2,000,000. In April, 1935, he was made co-general agent with Theo M. Green, following the transfer of George E. Lackey to head the Detroit agency.

Discuss A. L. C. Convention Plans

KANSAS CITY—Preliminary plans for the American Life Convention in Chicago in October were discussed at a meeting here by W. T. Grant, president Business Men's Assurance, and president of the A. L. C.; G. S. Nollen, president Bankers Life of Iowa; C. A. Craig, chairman National Life & Accident; T. A. Phillips, Minnesota Mutual; H. K. Lindsey, Farmers & Bankers; Daniel Boone, Midland Life, and Col. C. B. Robbins, manager of the A. L. C.

Three Out of Four Agencies Ahead

Equitable Society announces that three out of four of all its agencies show a plus for the first quarter. The Bleetsen agency in New York holds the premier position in metropolitan agencies, with a gain of 36 per cent in premiums and 21 percent in volume over the first quarter of 1938.

Life Discussions at "Ad" Conference Meeting Listed

A. A. Fisk, advertising manager Prudential, past president Insurance Advertising Conference and chairman of the life insurance group session at the spring meeting in New York May 16, announces the following subjects to be discussed: "The Institute of Life Insurance," "Magazine Advertising of Insurance Companies," "Newspaper Advertising of Insurance Companies," "Annual Statement Advertising of Insurance Companies," "The Insurance Trade Press," "Life Insurance Literature" and "Advertising for and by Agents."

Discussion leaders will include: E. M. Hunt, Mutual Life of N. Y.; A. H. Thiermann, secretary to vice-presidents New York Life; A. H. Reddall, assistant secretary Equitable Society; T. L. Kane, president Spectator Company; C. E. Crane, director of publicity National Life of Vermont; D. J. Murphey, advertising department Metropolitan Life, and Mr. Fisk.

Plans for Commissioners Meet

SAN FRANCISCO—A dinner-dance will be held in the California Hall on Treasure Island, locale of the Golden

Gate International Exposition, June 23 for the National Association of Insurance Commissioners. The next day will be Insurance Day and the California committees working on this phase plan to bring out from 35,000 to 50,000 people connected with the business. Commissioner Goodcell will be toastmaster at the Treasure Island dinner-dance.

ENTERTAIN IN SALT LAKE CITY

SALT LAKE CITY—Extensive plans are under way for the entertainment of a number of insurance commissioners here June 19. At the urgent request of Commissioner Neslen of Utah, a stop-over for one day in Salt Lake City will be made by the commissioners on their way to San Francisco. A committee representing various insurance interests, headed by Commissioner Neslen, is actively at work on an entertainment program. The reception committee will include five former Utah commissioners, three of whom are actively engaged in the insurance business. They are John James (1914-17), Occidental Life of California; R. S. Wells, (1917-24); John W. Walker (1924-28); J. G. McQuarrie, Kansas City Life, (1928-32); E. A. Smith Jr., Pacific Mutual Life (1932-36.)

Sales-making facts and figures are given in the **Little Gem Life Chart**.



More than 136 Years

The total membership weeks in the Pilot's App-a-Week Club represent more than 136 years of continuous production or an average of over 192 weeks per man.

This Club, with its many attractive awards, is one of the many incentives for quality volume business offered the field representatives of the Pilot Life Insurance Company.



PILOT LIFE INSURANCE COMPANY



Emry C. Green, President

Greensboro, North Carolina

Home Office Change at Mutual Benefit

NEWARK.—Leonard R. Jacobus, assistant secretary in charge of the renewal department of Mutual Benefit Life, is retiring after nearly 50 years of service. Eugene D. Baldwin is his successor, and takes the title of assistant secretary.

Mr. Jacobus went with Mutual Benefit in 1890 as a boy. In 1906 he was put in charge of agents contracts and commissions. In 1911 he was made head of the renewal department, and a few months later was appointed an assistant secretary. Much of the development of the master record system during the past 30 years has taken place during his administration of the renewal department.

Mr. Baldwin has devoted his entire business life with Mutual Benefit, starting at the age of 16. He has been engaged in renewal department work throughout his association with Mutual Benefit. He was elected first president of the Veterans Club in 1922 when employs with 20 or more years of service organized the club. In 1929 when the Pelican Club, an organization of all employees, got under way he was elected its first president also.

STOCKS

H. W. Cornelius of Bacon, Whipple & Co., 135 South La Salle street, Chicago, gave the following stock quotations for life companies as of April 25, 1939:

	Par	Div.*	Bid	Asked
Aetna Life	10	1.35*	26 1/2	28
Central, Ill.	10	...	10	12
Cent. States Life ..	5	...	2	3
Colum. Nat. L.	100	...	69	75
Conn. General ..	10	.80	26	28
Contl. Assurance ..	10	2.00	37	39
Federal Life	10	...	4 1/2	5 1/2
Great Southn. L. ..	10	1.30	21	23
Kan. City Life	100	16.00	350	375
Life & Cas.	3	.50	8	10
Lincoln Natl.	10	1.20	27	29
New World Life ..	10	.40	5	5 1/2
No. Amer. Life ..	2	...	2 1/2	3
N. W. National ..	5	.30
Ohio National ..	10	1.25	27	29
Old Line Life	10	.60	10	12
Philadel. Life ..	10	...	2	3
Sun Life, Can.	100	15.00	370	410
Travelers	100	16.00	435	445
Union Cent. Life ..	20	1.20	20	25
Wis. National ..	10	1.00	15	17

*Includes extras.

J. Harry Wood, director of general agencies John Hancock Mutual Life, was the speaker when the J. M. Clark general agency, Peoria, Ill., celebrated the company's 77th anniversary. Mr. Clark reported a 47 percent production increase over a year ago.

Handling Records of Policies Important

Eastern Conference of the Office Management Association in New York

NEW YORK—"Be sure you're right, then go ahead," is a principle which must be followed out to its ultimate conclusion in making major changes in the handling of policy record routines and related activities, it was made clear by Assistant Comptroller K. D. Macaulay, Sun Life, in his paper at the eastern conference of the Life Office Management Association.

Mr. Macaulay emphasized that even the survey work should not be attempted unless there are important reasons for believing that changes would be worth while. A survey of this sort should consist of three parts: (1) an exhaustive survey of the existing methods, equipment, and type of staff; (2) development of one, two or three suggested alternative methods; (3) careful comparison of each of the suggested alternatives with the existing procedure. He pointed out that care must be taken in surveying existing conditions that every function is included, even though it may not be considered important.

Alternative Methods

In evolving alternative methods the procedure, said Mr. Macaulay, is to consider a broad outline of a plan and then work backward to see whether it can be made to include every function included in the present system. For guidance he suggested study of all types of one's own and other company procedure, including study of proceedings of the L.O.M.A. He also stressed study of the design of available office equipment and the instructions covering its use, since it is sometimes found to be available for other uses than those to which it has been put. In this connection he mentioned the value of equipment companies' representatives and the advice they are able to give.

The measure of the success of the new system should be judged by the number of subsidiary routines which it would eliminate, particularly if it is unnecessary to introduce new subsidiary routines. In comparing the results of a proposed system with the existing one, however, he cautioned that it is necessary to estimate the extent of the dislocation that will result from switching over to the new system.

Mass. Mutual Agency Training

Massachusetts Mutual Monday opened its first home office review school for newly contracted agents. Forty-four were in attendance representing 29 agencies.

Directed by Vice-president C. O. Fischer and members of the agency department staff, classes are held during the morning and afternoon, the evenings being devoted to open forum discussions with representatives from the home office in attendance. On Thursday evening the group attended the home office talent show.

Full time representatives placed under contract since April 15, 1938, who have satisfactorily completed the training course or its equivalent, conducted by general agents and who have met specified production requirements, were eligible to attend.

American Life Case Up

LANSING, MICH.—Procedure of the insurance department, under the regime of former Commissioner Gauss, in throwing the American Life of Detroit into temporary receivership a year ago was attacked as highly improper and in "total violation of due process of law" in arguments of counsel for the management before the supreme court in its appeal from the receivership order of the Ingham county circuit court

Acacia Mutual Advertising Manager Resigns



K. H. MATHUS

K. H. Mathus has resigned as advertising manager of Acacia Mutual Life. He is one of the best known men in his field. He is credited with being the founder of the Life Advertisers Association and at one time was chairman of the life group of the Insurance Advertising Conference. He was editor of "Conn-Mu-Topics" of Connecticut Mutual and then went with the Sales Research Bureau as editor of its magazine and as a staff consultant.

here. The attorney general's department, however, as stoutly defended the commissioner's action and was granted permission to file a supplemental brief.

Arthur F. Hall, chairman of the board of Lincoln National Life, and his wife went to Florida early in February, expecting to return home for Easter. The day before they were to have returned Mrs. Hall suffered a slight stroke. She was recovering so rapidly that Mr. Hall was able to attend the meeting of the general agents of the company in Chicago and he is now at the home office in Fort Wayne. Mrs. Hall is expected to return to Fort Wayne the end of April with her daughter who is with her, and it is expected that Mrs. Hall will entirely recover in the very near future.

An Opportunity

Small southern company, strong financially, now operating in Alabama, Florida and Georgia is ready to expand its organization in those States, offering a good line of policy contracts and agency contracts.

We are looking for a man who can help develop and strengthen an agency organization. One who believes he can grow with a growing company. Reasonable salary and early advancement, — to Vice-President when qualifications demonstrated.

ADDRESS J-92,
THE NATIONAL UNDERWRITER

Retirement Income with Protection As-You-Go

THE STATE LIFE of Indiana offers a wide range of policies to provide retirement incomes. . . . Endowment policies maturing at various ages, in two to twenty years, and at five-year intervals afford individualized service. . . . Comprehensive Installment Options and suitable supplementary agreements enable the State Life Representative to serve the exact needs of his clients. . . . State Life issues up-to-date policies from ages one day to sixty-five years. Many of these policies can be merged finally into a Retirement Income plan. . . . State Life offers agency opportunities for those qualified.

THE
STATE LIFE
INSURANCE COMPANY

Indianapolis
Indiana

AN OLD-LINE MUTUAL COMPANY FOUNDED 1894

C. L. U.

Bendiner Desires Simplicity in Sales Presentations

Irvin Bendiner, New York Life, Philadelphia, addressed the Philadelphia C.L.U. chapter on current day presentation of life insurance.

He made a plea for simplicity of presentation, and said that life salesmen have a tendency to over-emphasize the death hazard and to under-emphasize the life hazard. Of people today between 25 and 40 years of age, he said, 80 percent will reach age 60, 70 percent age 65, 57 percent age 70 and 39 percent age 75.

"We place too much emphasis on business graphs and charts," Mr. Bendiner declared. "We should sell more consideration of the 'Chart of Life,' rather than the 'Graph of Business.'"

Managers Answer Criticism

Replying to the comments by several members of San Francisco C.L.U. chapter last February, general agents and managers in the organization had their inning Monday night.

V. T. Motschenbacher, Sun Life, discussed the American agency system, which was criticized in several respects last February when the general agents and managers were not permitted to speak. H. K. Cassidy, Pacific Mutual, discussed agents compensation and N. J. Davis, Guardian Life, agency management. T. A. Gallagher, assistant manager Prudential—who was an agent last February and who severely criticized some of the methods of management—this time appeared in his new capacity but not for debate purposes. Mr. Gallagher, who is chairman of the business practice committee of the San Francisco Life Underwriters Association, told of the activities of counselors, abstractors and plans under consideration for combating their practices. His subject was "New Policies for Old." F. J. Van Stralen, Massachusetts Mutual, was chairman.

Northwestern National Reports on Tests

(CONTINUED FROM PAGE 3)

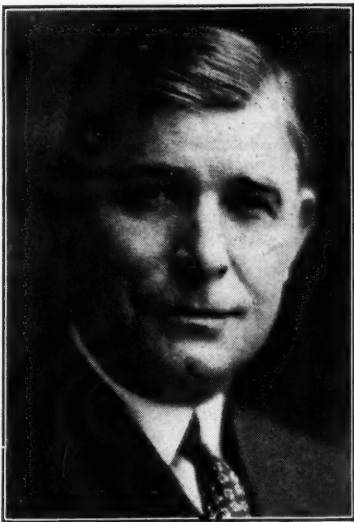
sults of these tests, nor if they prove promising will we have found all the answers needed to solve our problem of inducing and training new men. But every big problem is simply the sum total of a number of small problems. And NWNL has been and will continue to attack these problems one by one until we begin to see the light as a whole on the big problems of the life agent.

Real Progress Is Made

"Indeed, I feel we have made real progress in our continuous studies in recent years of the life insurance agent and his problem of greater earnings and security. At least, we are encouraged to believe from our findings thus far that there is not the unbridable gap, heretofore generally accepted among life insurance companies, between our present plan of compensation and a compensation plan for agents that would give them steady earnings and security from the day they enter the business and throughout their entire career.

"It is not news to anyone connected with Northwestern National that the company has been pursuing those studies. However, anything that smacks of being a new development in the handling of agents is quite likely to be picked up and made a matter of common discussion—evidence of how important the problem is. So if inquiries come to you, I hope you will make it plain that these tests we are making with new men do not represent a fixed new policy of the company but are simply incidental to a broader program of study being carried on by the company in connection with the

President Will Speak on "Enterprise Capital"



M. J. CLEARY, Milwaukee

President M. J. Cleary of the Northwestern Mutual Life will speak at the general session of the United States Chamber of Commerce annual meeting next Wednesday morning at Washington, D. C., on "Enterprise Capital."

problem of greater earnings and security for all our agents."

Discusses Ways of Deflating Attacks

(CONTINUED FROM PAGE 3)

than they deserve, since the readjustment of dividend scales lags behind drop in interest rates, and interest is a relatively larger component of the endowment dividend.

For this reason, the term insurance fallacy of "keep your reserve in your pocket" becomes even more pronounced than in a time of rising or high interest rates, when there is more chance to earn interest on an outside reserve fund.

Defending the policy loan interest rate, Mr. Howell said that because of the small size and large number of loans, there is a large expense not only in handling the loans themselves but that the loans cause indirect expense in other departments, especially in the surrender and change divisions, where every policy must be checked to see if it has a policy loan against it.

Fail to Appreciate Significance

The fundamental difficulty, said Mr. Howell, is that policyholders fail to appreciate that mutual life insurance means what it does—that if all the hundreds of millions of dollars of "profits" are made, they belong to the policyholders and to no one else. He pointed out that income can go only into (1) reserves—either policy reserves or contingent funds against future losses—(2) expenses—including salaries and commission; (3) returned to policyholders in one form or another.

Illinois Qualification Bill

Complete revision of the Illinois agents and brokers qualification law, with elimination of the 90-day "temporary" licenses, is contemplated in H. B. 794, filed in the Illinois legislature by Representatives John J. Gorman, and Harry L. Topping of Kankakee. It was referred to the insurance committee. The temporary license, authorized in the present law under which a person can sell insurance for a limited period without any proper qualifications, has been a privilege much abused.

Definite Prospecting Plan Is Bringing Results

Success this year in overcoming the rate and option changes reaction seems to be depending largely on highly organized concrete prospecting campaigns with specific objectives. A large agency which is doing a good job in this respect had its agents answer a questionnaire as to results, which developed interesting data.

It was found many of the agents heretofore never have used their friends or policyholders to best advantage for prospecting, and some never had asked them for new names.

Find Direct Mail Helpful

Another result was to prove conclusively that direct mail in advance of the agent's call gives a much better chance to see the man. It was found 60 percent of persons to whom mailing pieces were sent were interviewed on the first call, 45 percent on the second call, 9 percent on the third call and the balance on the fourth call or thereafter.

Another interesting effect was that only 10 percent of all those called on who had been sent direct mail refused the interview.

The campaign has been running only a month and so far the sales have not been large. However, 10 sales have been made of the 374 persons called on. The agents estimate that one-third are good, immediate prospects and many more are good prospects, but for somewhat later.

These agents in 60 percent of the

cases interviewed secured the date of birth, list of insurance owned and other data to disclose life insurance needs.

Another result tentatively indicated that the old, much used survey approach is gradually wearing out. It is the policy in this agency campaign for the agent not to ask for policies to survey, but in spite of this some of the prospects brought up the question and when the agents said they preferred not to take the policies, the prospects insisted on having the survey done. Many of the prospects were surprised when the agent did not ask for their policies. They said most of the agents who came in to see them did so.

Averaged 40 New Names Monthly

It was found the average number of new names per agent secured in a month was 40.

All but four older, better established agents were induced to use the prospecting campaign. The office did not insist on its use, but gave a 50 percent reduction on cost of the advertising material to those who followed the plan.

It was said some agents participated with good results who probably have not done any real prospecting for the last five years.

Provident Life & Accident—The first quarter broke all records for premium collections. March was also the largest single month in the 52-year history of the company.

Prospect with accident and health. Read **The Accident & Health Review**. \$2 a year. 175 West Jackson Blvd., Chicago.

We aim
to broaden our
Settlement Option
service wherever
possible

THE
Mutual Benefit
LIFE INSURANCE COMPANY

Organized 1845



Newark, N. J.

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[DIRECTORY]

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CHASE CONOVER & CO.

Auditors & Accountants

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Chicago

Telephone Franklin 3868

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MARK LIPMAN SERVICE

Special Claim Investigations

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You are invited to telephone or telegraph at
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First National Bank Bldg.
Edward E. Collins, Mgr. Chicago

Management Rally Held in Midwest

(CONTINUED FROM PAGE 1)

swer to the foregoing question, what can agency management do to surmount the difficulties?"

Mr. Krueger commented upon production thus far in 1939 compared with 1938. The big volume written by companies in November and December, anticipating changes in policy conditions to less favorable returns because of general investment income reductions was mentioned, and its bearing upon the general production slump in the early months this year.

Dan W. Flickinger, John Hancock general agent Indianapolis, said, "We knew we were in trouble in January, but we didn't do much about it." Then, as the situation didn't right itself, remedies were sought to correct the slump. One method followed was to contact the wives of agents to get their cooperation for stimulating greater industry on the part of husbands. This was only partially successful. More intensive canvassing was advocated. When the agent did not find the prospect in, he was urged to make the call count by getting acquainted with others in the same office. Mr. Flickinger stressed meeting new people for the sake of future business. Surveys show, he said, that 80 percent of business written for a company was on prospects the agent had known at least a year before the application was secured; two-thirds was obtained from persons with whom the agent had some other contact, such as church or lodge affiliations, sports, etc. "Remember," he said, "many of the people we write in 1940 are those we will meet for the first time this year."

Tells Field for Programming

E. L. Smith, Massachusetts Mutual, Indianapolis, said it might be claimed with some truth that there are as many sales plans as there are general agencies, as individuality enters strongly into the subject. "We emphasize programming," he said. In the top level of prospects are large insurance buyers who need estate analysis service, for which only a small number of salesmen are adequately equipped. "We concentrate on the medium amount buyers," he said, "stressing family protection, education and later income. We sell package coordinated policies." In his opinion too elaborate programs are attempted in many cases.

O. D. Pritchard, Union Central, Indianapolis, recognized the importance of picking men carefully for an agency staff which is like a wall of masonry that can be impaired and weakened by a sprinkling of imperfect bricks. "We look for men with a higher education," he said, "and having a better income than the average for their age. We will not employ a man who does not have life insurance on his own life commensurate with his former income." Men are financed in this agency that they may maintain a proper living standard while getting established. If this is not possible, Mr. Pritchard said, the new agent would "have his family on his neck," with the consequent discouraging effect on his work. He believes the business can well afford to finance carefully selected new men.

"If the companies are not willing to do this they are providing the termite that will undermine our business," he said, "but they must be the right men."

"Lone Wolf" Basis Obsolete

H. E. Storer, Bankers Life of Iowa, Indianapolis, said the big job this year is to bring more men into the business and it is necessary to have some plan under which it is possible to go out into the field to show how life insurance can be sold and to discover and correct mistakes new men will make. "An agency won't operate on the 'lone wolf' basis in these times," he said. Because the late Knute Rockne, famous Notre Dame

coach, was able to develop some of his best football teams sitting in a wheel chair is no reason for the general agent to assume he can develop a successful producing staff from a swivel chair.

In summing up the panel discussion, Mr. Krueger emphasized the importance of looking upon individual agents as human beings to be helped on the way to success. "Tactful guidance rather than management," he recommended as being most effective. Commenting on agency production contests, he said it was found in his company shorter contests were better. Care may well be taken, too, so to plan award of prizes that as many agents may be thus recognized as possible.

Discuss Prestige Building

In the afternoon session, underlying thought was that organized prestige-building plans furnish one lever which will aid in lifting the average producer to higher levels and that more intensive supervision supplies another. Spiller Hicks, Provident Mutual Life, Richmond, Va., said the craving for recognition and publicity is one of the potent common qualities which influence men to success. "One of the first ways to make an agent good is to keep on making the agent feel he is good," said Mr. Hicks. "It's a mistake to put on your staff a man you don't like. You've got to live with him and play with him. After 14 years I know I'm associated with the best staff of agents in the world. If you've got them, too, let them know about it. We general agents must learn to suppress our ego."

The general agent will do well to study the individuals on his staff to discover unusual qualities or talents and then see that these are recognized. He showed enlarged photostats of news items from Richmond newspapers, relating to achievements of his staff in sports and other activities. This public recognition, he said, is helpful in obtaining interviews. Letters from friendly, satisfied policyholders also are valuable.

Amusing Search for Prospect

He told of an agent who was active in community affairs and attracted the attention of a prominent citizen, who told Mr. Hicks he would buy \$5,000 life insurance from the agent if he asked him for it. Later Mr. Hicks called in the agent and had him make a list of 50 of the city's most prominent citizens. Then Mr. Hicks said in the list was a man who said he would buy \$5,000 life insurance from the agent. With no further tip the agent sold \$65,000 of business on the list, but has not yet come to the man for whom he is searching.

A young agent with college education studied day and night for six months all

the courses and books he could get on selling life insurance, but wrote only \$6,000 business. Mr. Hicks asked the agent to bring all the books to the office, took possession of them, and told the agent to go to work. In five months he sold \$73,000, then went on another "study spree."

Keeping records of prospects, calls, business written and a systematic check-up by the agent on his own work was discussed by F. J. Budinger, general agent Franklin Life, Chicago. He described and showed the system he has developed which has been very successful. The records are kept day by day and turned in Monday morning for review. "While agents generally dislike keeping records, all agree some records must be kept," Mr. Budinger said. "The problem is to keep the system simple and free of non-essentials."

Record Analysis Helpful

With the picture of his operations in front of him it is easy for the manager to encourage the agent to fill up gaps in prospect lists, quota calls, interviews, etc. Results are graded and displayed on a progress chart in the office. The agent's problems are discussed sympathetically, home relations, needs of the children for medical attention, financial difficulties, and so on. He finds it pays to work in the field with agents. Weekly meetings have been discontinued in favor of monthly gatherings of about 2½ hours. Various methods for visualizing production are used.

H. A. Hedges, Equitable Life of Iowa, Kansas City, Mo., wound up the afternoon session. "I haven't got a million-dollar producer in my staff," he admitted. "If I had, I wouldn't know how to handle him. In fact, I'd be afraid I'd take the agency away from me. If I've got a hundred thousand producer, I'd better handle him pretty carefully," he continued. "He means a certain amount of income to the agency."

People are doing the things they want to do. They spend money on theaters because they want to and they buy life insurance only after they have been made to want it. The successful agent is doing what he wants to do.

"I'm a want maker," said Mr. Hedges. "The average man may be willing to punch a time clock and work in fixed hours. The agent works on his own time." Mr. Hedges induces his men to make "dream pictures" of their ambitions, such as a home in a better section of the city, a fine automobile, etc. This "castle building" is encouraged, then the men are helped to attain their ideal. He cited instances in which such dreams have been realized in a short time.

Love for family is the greatest moti-

Total issued business for 1939 to April 15

57% AHEAD
of same period last year.

The reason is:

NEW POLICY CONTRACTS
NEW RATE BOOK AND DIVIDEND ILLUSTRATIONS
NEW GENERAL AGENCY CONTRACT

with

Office Allowance
New Financing Plan for Agents
Bonus and Over-Writing on New Organization
Unusual Renewals

Expansion Program includes:

Indiana—Ohio—Illinois—Michigan—Iowa—Nebraska—
Missouri—Tennessee

The LAFAYETTE LIFE INSURANCE CO.

Home Office—LAFAYETTE, INDIANA

A MUTUAL OLD LINE COMPANY

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vating factor for success in this business, and next come pride, Mr. Hedges said. After a man has built a dream picture of what he wants and then fails to show interest enough to work for it, Mr. Hedges thinks this is sufficient reason for parting with the agents.

J. A. Giffin, assistant manager of agencies Phoenix Mutual, was banquet speaker on "Under Current Conditions, What Philosophy of Management Should Be Adopted?" Any agency training methods may be used by a man whom agents like, he said, while the best methods are apt to be ineffective if undertaken by one who is not liked. The personality of the manager and his attitude toward the men is a more important factor in success than the technique of the plan followed.

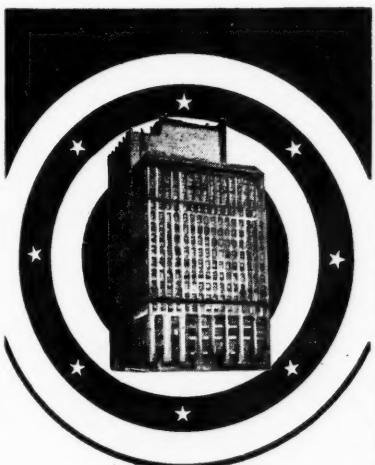
Urges Broad Service Policy

Mr. Giffin favored broad public service in agency matters. Rapid economic changes are setting up difficult problems in salesmanship. Agency managers have been stressing adequate training for the last decade and facilities have been provided through companies' correspondence and home office courses, colleges and other agencies. He believes that federal emphasis on social security will make the public more insurance conscious.

The convention was sponsored by the Indianapolis General Agents & Managers Association. Ross M. Halgren, State Mutual, association president, presided. Success of the gathering led many to urge similar conferences be held in future.

Minnesota Meeting June 15

The annual meeting of the Minnesota Life Underwriters Association will be held in Minneapolis June 15. On that day Holgar Johnson, national president, will pay an official visit to the Twin Cities and will be guest at a luncheon following the annual meeting of the state association.



**General Agency
OPPORTUNITIES
for good personal
producers**

Central Life
INSURANCE COMPANY
of Illinois
ALFRED MacARTHUR, PRESIDENT
211 WEST WACKER DRIVE, CHICAGO

LEGISLATION

Seeks Insurance Exemption

HARRISBURG, PA.—Two bills exempting proceeds of life insurance from provisions of Pennsylvania's personal property tax and intangible personal property tax have been introduced in the legislature by Assemblyman Woodside.

A bill introduced by Representative Rosenfeld would prohibit persons not licensed as insurance brokers, agents or solicitors to give advice or information or counsel for fee to others on matters pertaining to contracts of insurance, policy forms, coverage or rates, or to make recommendations with reference to insurance carriers. The restriction would not apply to any attorney acting in behalf of his client nor to any certified public accountant rendering professional service to a client in connection with financial facts.

Michigan Adjournment Sought

LANSING, MICH.—The senate's passage of a resolution fixing final adjournment for May 11 appears likely to kill much of the proposed legislation pertaining to insurance. Few observers believe actual adjournment will be as early as the date fixed in the resolution but the session should end by June 1. Most of the remaining time will be devoted to major issues which do not include any insurance bills.

The bill, legalizing the so-called "aviation rider" for life policies in this state, has been approved by both houses.

Connecticut—At the scheduled hearing before the Connecticut legislative committee on the bill to incorporate the Connecticut Savings Bank Life Insurance League as a non-profit corporation, no one appeared either for or against. The bill was passed over. It was introduced by C. W. Palomba, one of the principal advocates of savings bank life insurance.

Colorado—Governor Carr has signed the bill exempting commissioned agents of life companies from the provisions of the state unemployment insurance law.

Stewart on Texas Tour

H. J. Stewart, vice-president and general manager of the West Coast Life, who has been making a tour of Texas, accompanied by J. P. Robinson, Dallas, inspector of agencies, was honored with a luncheon at San Antonio, attended by 25 members of the southwest Texas agency force.

G. F. B. Smith to Speak May 2

On May 2, G. F. B. Smith, assistant superintendent of agencies Connecticut Mutual, will talk to the brokers seminar of the Zimmerman agency, Chicago, on trusts. Graduates of former seminars and members of the full time agency organization will be present. Mr. Smith will touch upon the relationship of trusts to the increase of life insurance in force and income settlements over the past 15 years. All brokers are invited to attend.

Oertel, Ferguson Speak at Detroit

E. P. Oertel, assistant vice-president, and E. H. Ferguson, assistant secretary Great Northern Life, spoke at the semi-annual sales meeting for Michigan held in Detroit. Mr. Oertel spoke on "Modern Merchandising Trends," and Mr. Ferguson spoke on "Commercial Accident and Health, Streamlined Selling."

Presiding was R. J. Long, state agent, under whose supervision the sales meeting was arranged.

Harry Hawkins, general agent for northern Wisconsin with headquarters at Land O'Lakes, was a visitor at the home office of Great Northern Life. He was on his way back from Florida where he goes every year to spend the months of January through April. Mr. Hawkins has represented Great Northern Life for more than 20 years.



Over \$9,700 - -

was made in 1938 by one of our west coast general agents on quality business totaling less than \$250,000 net paid for his agency. His average yearly income has been over \$8,000 for the three full calendar years under our new contract. Bonuses paid him for persistency and increase of insurance in force totaled over \$1,500 for 1937 and 1938. He is happy; and free from the worry and pressure of a large agency. He is independent because his personal production accounts for over 75 per cent of agency volume.

General agency openings available in California, Oregon, Washington, Idaho, Montana and Utah. *Write for copy of financial statement.*

WESTERN LIFE INSURANCE COMPANY

Since 1910

HELENA

MONTANA

R. B. RICHARDSON
President

Assets — \$14,453,761
Surplus — \$2,300,000

LEE CANNON
Agency Vice President

AMERICAN NATIONAL INSURANCE COMPANY

W. L. MOODY, JR.
President

W. L. MOODY, III
Executive Vice-President

GALVESTON, TEXAS

GROWTH OF COMPANY

THIRTY-FOURTH ANNUAL STATEMENT, DECEMBER 31, 1938

GROSS INCOME \$ 21,064,262.25

Increase over previous year, \$1,579,237.17

PREMIUM INCOME 17,463,665.02

Increase over previous year, \$1,189,784.20

ASSETS 74,672,002.62

Increase over previous year, \$7,251,122.00

INSURANCE IN FORCE 704,193,732.00

Increase over previous year, \$32,564,307.00

PAID TO POLICYHOLDERS
SINCE ORGANIZATION 90,703,492.44



Industrial and Ordinary

Operating from Coast to Coast, from the Great Lakes to the Gulf, in Cuba, Puerto Rico and Hawaii

Friendly • Progressive • Strong

EDITORIAL COMMENT

Arthur Hall—A Business Philosopher

SOME of the finest business philosophy and especially that pertaining to life insurance operations and the administration of a company with which we have come in contact in recent days was divulged by ARTHUR F. HALL, chairman of the board of the LINCOLN NATIONAL LIFE at its recent conference of general agents in Chicago. We sincerely suggest to our readers that they take up our issue of April 21, start on the front page and read the reporter's story on the LINCOLN NATIONAL conference and especially that part in which Mr. HALL participated.

He has been peculiarly successful in administrative work. He has built up an organization of worth while men. He reached the time when he desired to lay aside

some of the responsibilities and furthermore did not want any doubt to exist in anyone's mind as to who would be president. Therefore he stepped aside and the natural successor came forth in A. J. MCANDLESS.

The LINCOLN NATIONAL has been anything but a one-man company. Mr. HALL has attempted to elicit from his associates suggestions, criticism, ideas. His observations on this occasion might well be pondered over by any executive. If anyone has read the article we suggest a re-reading and a thorough digestion of the points that Mr. HALL brought out. They are worth while. They are human, intelligent, forceful. They make the background of a successful career.

Growing Up in an Office

EXECUTIVES realize that there is much advantage in making promotions to have a person identified with the company for some time so that he has properly oriented himself, becomes acquainted with the policy of the institution, knows something of the personnel, the ambition and the attitude of the management toward insurance and the special company in question.

Supervising executives more and more are realizing the value of getting likely young men started with a company, paying them sufficient sums to keep them interested and not be allured to other

pastures. There is immense value in having someone reared and schooled in the institution itself take a higher position. Very frequently executives do not appreciate the growth of the men that they have brought into the organization. Many of these young men to them are about on the same grade as they were a few years back. Man power is immensely valuable to any institution. Every company and office should have someone who takes a personal and keen interest in building up personnel of a proper type that will develop and grow with the institution.

What Is the Women's Record

THE NATIONAL UNDERWRITER has been asked for the women's record for the greatest number of applications written in one month. So far as can be ascertained this is a record that has not been publicized and hence THE NATIONAL

UNDERWRITER solicits women producers who at some time have written an especially large number of applications in any one month, to come forward and assert their claims to the record in this respect.

Have Problems Peculiar to Themselves

THE smaller and medium sized life companies have problems and questions of moment before them that do not apply to as great an extent to the larger companies. There are certain issues that are mutual. They belong to companies regardless of age, size or complexion. Yet certainly these smaller and medium sized companies have peculiar problems that they must solve which do not pertain to any great extent to the operation of the larger companies.

A few years ago at one of the meetings of the ASSOCIATION OF LIFE AGENCY OF-

FICERS in Chicago, Vice-president H. H. ARMSTRONG of the TRAVELERS in a talk was explaining its system of selectivity so far as new men were concerned. He gave in some detail the course that was pursued resulting in a number of those that might have been recruited being excluded for not coming up to the required standing. WALTER E. WEBB, who at that time was executive vice-president of the old NATIONAL LIFE, U. S. A., followed Mr. ARMSTRONG, and in a rather facetious manner said, "I wonder if it is possible for me to get the names and ad-

resses of the men that the TRAVELERS excluded?" While this was offered more as a jest it has a serious note in it. The TRAVELERS is able to do things that companies of lesser size cannot because of its age and size.

Recently there have been discussions of groups where only the smaller and medium sized companies participated. In Indianapolis there was called in a rather informal way a meeting of agency officers of moderate size, middle western companies, some 32 being represented by 64 people who discussed features of agency management that related very distinctly

to this class. The men exchanged views, were free and frank in their discussions and out of the meeting undoubtedly there came many points that were practical and helpful.

At one of the recent meetings of the CHICAGO ACTUARIAL SOCIETY there was discussed the mortality rate of the smaller companies. It is well that those that are interested in a particular and peculiar procedure should get together. At some of the larger conventions there are valuable pointers given but they apply only to companies of great momentum and size.

PERSONAL SIDE OF THE BUSINESS

J. H. Hawkins of the Theodore Hundley agency of the Pacific Mutual Life at Huntington, W. Va., started April 1 to win a bet from General Agent Hundley of a trip to the home office and part of the price of a car to drive there. To win it he must write 365 applications before April 1, 1940, and must place \$1,000,000 of business in doing so.

Vice President George E. Bulkley of the Connecticut General Life, was a visitor to Los Angeles, conferring with General Agent Walter I. Gastil.

A farewell dinner is being given in Newark, April 28, for William A. White, who is retiring as general agent of John Hancock Mutual Life. He has been with the John Hancock a little more than 36 years and has been in insurance work 54 years.

Vice-president C. O. Fischer of the Massachusetts Mutual has been elected president of the Springfield, Mass., chamber of commerce. He has been a director two years and a second vice-president for a year.

Perez F. Huff, resident vice-president Bankers National Life, Los Angeles, who recently sustained a fracture of the shoulder, now is recuperating at Murieta Hot Springs, and is making a satisfactory recovery.

J. Chambers Bristow, Richmond, Va., general agent Home Life of New York, was married to Miss Eliza Kelly Stickley of Rose Hill, Va.

Dr. and Mrs. James H. Pearce, associate general agents in the Peoria, Ill., office of Connecticut Mutual Life, were honored guests at an agency luncheon which marked their 20th year with the agency. C. T. Wardwell, Connecticut Mutual general agent in Peoria since 1932, presided. Dr. and Mrs. Pearce also received a 20-year service plaque, personal letters from President Loomis and Vice-president Larkin, together with flowers, telegrams and other congratulatory messages. President of the Peoria Association of Life Underwriters 1936-37, Dr. Pearce practiced dentistry until 1917. An accident caused complete blindness by 1919. Then with his wife, he joined the Connecticut Mutual. Dr. Pearce enjoys playing bridge by Braille, and through the medium of radio he is keenly alert to world and national affairs. In 1938, he and his wife presented the Peoria Connecticut

Mutual agency with "Dr. Pearce Plaque," awarded monthly to the agent turning in the best volume of paid business.

Dr. C. E. Schilling, vice-president and medical director Ohio State Life, has just returned from a trip to Guatemala in company with Mrs. Schilling. He was introduced into the mysteries of voodoo, but in spite of it became tangled up with the traffic laws in Guatemala and was unable to work his way out of the dilemma. Dr. Schilling was about 300 miles inland, in the village of Chichicastenango. He directed his plodding burro to the postoffice to mail a postcard to home office friends, when a native "put the finger on him" for riding on the left side of the street. Then a member of the constabulary handed him a ticket for traffic violation. In spite of all the incantations he learned while being initiated into the mysteries of voodooism, he was compelled to pay out good sound money for his traffic violation.

Officers and directors of the Excelsior Life of Toronto entertained the staff and field force of the London, Ont., district in honor of Manager H. A. Urquhart's 15th anniversary. Mr. Urquhart, who has written an "app" a week for 15 years, is a past president of the Life Underwriters Association of London and the Life Managers Bureau.

A recurrence of an attack of rheumatic fever has sent Arthur Nordstrom, Minnesota deputy commissioner, to Northern Pacific hospital, St. Paul, for an indefinite period.

W. J. Graham, vice-president of Equitable Society, has been elected president of the New York Southern Society. In his early years Mr. Graham served as consulting actuary for Kentucky and Tennessee at times. He was the youngest member of the Actuarial Society and the first man from the south to become a member by examination.

Louie Throgmorton of Shreveport, La., assistant general agent Aetna Life, addressed the annual Southwestern Sales Managers Conference in Tulsa on "Finding the Man."

Donning caps and gowns, Vice-President W. W. Jaeger, Associate Counsel R. F. Johnson, and W. K. Niemann, Des Moines agency manager Bankers Life of Iowa, represented their alma maters at the inauguration of J. O. Gross as presi-

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LIFE INSURANCE EDITION
PUBLISHED EVERY FRIDAY

dent of Simpson College in Indianola, Ia. They represented, respectively, Lake Forest College, Georgetown University and the University of Michigan.

H. R. Buckman, director of the estate service division Old Line Life of America, spoke on "The Selling Process" at the dinner meeting of the Women's Advertising Club of Milwaukee.

John M. Sisk, supervisor in Milwaukee of the Bankers Life of Iowa, has been named to the board of governors of the Marquette University Alumni Association. He graduated in 1933 after earning all-American recognition in football at Marquette, and later was a star on the Chicago Bear professional football team.

Lafin Jones, agency assistant Northwestern Mutual, Milwaukee, and author of life insurance plays, was married to Miss Marjorie Ogden, also of Milwaukee. Mr. Jones is a son of the late Evan Jones, one time secretary of the Northwestern Mutual.

Expect Large Missouri Attendance

KANSAS CITY—The largest gathering of life insurance agents in the history of Missouri is expected at the Elms Hotel, Excelsior Springs, May 5-6, when the Missouri Association of Life Underwriters holds its annual convention and election, and the Kansas City and St. Joseph associations present an all-day sales congress.

DEATHS

H. E. Sorensen, for 15 years one of the Beneficial Life's largest producers, died at Repburg, Ida.

G. T. Baker, Toronto manager Equitable Life of Canada, died in the Western Hospital there, being ill for a short time. He was with the Metropolitan Life for 20 years previous to opening the Toronto branch for the Equitable. He was a native of Crediton, Ont.

Midland Mutual Life Official Dies Suddenly



J. CHARLES RIETZ

J. Charles Rietz, 55, vice-president and actuary of Midland Mutual Life, Columbus, O., died suddenly of a heart ailment at his home in Columbus. He has been confined to his bed since Feb. 1.

Mr. Rietz went with the Midland Mutual as actuary from the State Life of Indiana July 16, 1917. He was elected vice-president and actuary in 1933. He was a fellow of the American Institute of Actuaries since 1916.

Mr. Rietz is survived by his wife, and two sons, H. Lewis, who is in the actuarial department of Metropolitan Life in New York, and George Rietz, at home. H. L. Rietz, a brother, conducts the actuarial course at the University of Iowa.

Retired Executive of New England Mutual Dies



F. T. PARTRIDGE

F. T. Partridge, 72, retired vice-president of the New England Mutual Life, died at his home in Brookline, Mass., after 55 years service with the company. He joined the New England Mutual as a messenger boy in 1884 and soon took a clerical position in the agency department. In 1908 he was made assistant superintendent of agencies, and, in 1914, assistant secretary; in 1919, assistant to the president, and in 1922 was elected secretary. In 1930, retaining his position, as secretary, he was promoted to vice-president. When Mr. Partridge completed 50 years with the company May 12, 1934, he received from his friends in the General Agents Association a magnificent silver service, carrying on the salver the facsimile signatures of all general agents. In 1936 he relinquished his secretarial duties and retired from the company in 1937 on account of ill health. A son, R. W. Partridge, is head of the Partridge general agency of the New England Mutual in Boston.

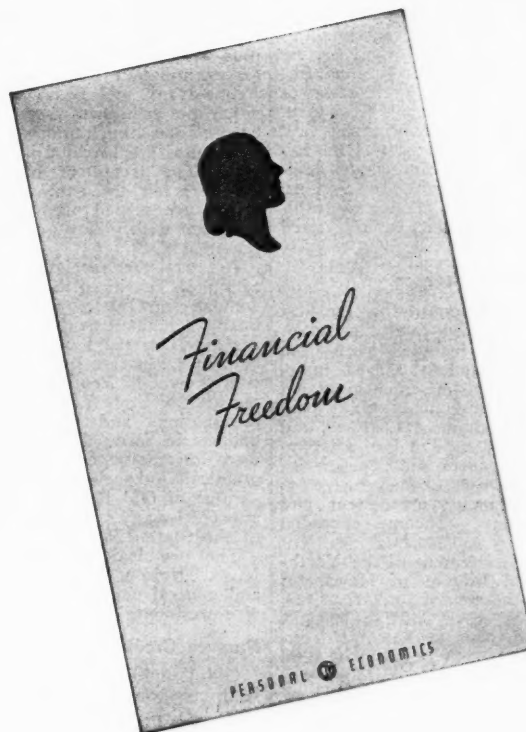
Prudential's Ordinary Men Write 27% of Total

The ordinary agencies of the Prudential accounted for 27 percent of the company's entire ordinary production in 1938, an improvement over the year before, said Vice-President George H. Chace, at the Prudential's annual conference at the home office in Newark. The ordinary agencies made 36 percent of the ordinary net increase and accounted for three-quarters of the group production and one-third of the whole-sale production. The total in force of the ordinary agencies for ordinary, group and wholesale amounted to more than \$3,000,000,000 at the end of last year.

In stressing the value of national advertising, Mr. Chace said that the advertising sells the company, so that the agent can restrict his sales efforts to life insurance. The sales possibilities of group insurance were emphasized by Mr. Chace, who said that both employers and employees are conscious of the value of group protection.

The value of the advisory work of the law department was outlined by Charles B. Bradley, general counsel. The Prudential has established a separate section in its law department known as the "policy section," which will answer the many questions arising in regard to the rights of policyholders, beneficiaries and third parties, such as assignees, trustees in bankruptcy, etc.

93 YEARS of
DEPENDABLE PERFORMANCE



FOR THE LADIES

Women are important buyers of life insurance. To assist its sales representatives in this field, The Connecticut Mutual has added a new booklet, "Financial Freedom", to its literature on this subject.

This new booklet gives complete and interesting information on why women are using life insurance in helping them and their families gain "financial freedom."

This booklet is for the young woman, the middle-aged woman, the single woman, and the married woman. And, it is for the use of the man or woman agent.

Another Connecticut Mutual booklet "designed to help the salesman sell."

CONNECTICUT MUTUAL
LIFE INSURANCE COMPANY • HARTFORD

NEWS OF THE COMPANIES

Northwestern Gains in First Quarter

MILWAUKEE—Northwestern Mutual Life at the end of the first 1939 quarter had total insurance in force of \$3,905,183,776 represented by 1,048,428 policies. The gain over a year previous was \$33,942,269 and 14,478 policies. As of March 31, total assets reached \$1,247,307,128 and showed an increase of \$54,854,748. President M. J. Cleary reported that new business in the first quarter amounted to \$57,829,277 on 16,064 policies, exclusive of revivals, additions and life annuities, which was 2.6 percent under a year before and followed a 64 percent increase registered during December.

Figures for Three Months

Figures on operations during the first three months showed total income of \$54,209,205, which included \$32,868,755 premium income, and \$13,536,846 interest and rents. Disbursements totaled \$38,928,711, which included taxes paid \$1,903,334; death claims \$11,689,329, and dividends \$8,306,497. Total of all payments to policyholders and beneficiaries amounted to \$28,342,498, exclusive of \$3,954,281 paid under installment and option settlements. Income exceeded disbursements by \$15,280,494.

The financial statement of the Northwestern Mutual Life as of March 31, showed total assets of \$1,247,307,128, which includes cash of \$14,996,800. Mortgage loans of \$309,199,719 consisted of \$227,926,931 city loans and \$81,272,788 farm mortgages. The admitted asset value of bonds owned by the company amounted to \$660,264,260. Other items included policy loans in amount of \$165,174,172, which continued

to drop and showed a decline of \$10,437,312 from a year before.

Report on Examination of Old Republic Credit Life

Assets of Old Republic Credit Life of Chicago as of Dec. 31, 1938 were \$778,794, capital \$200,000 and net surplus \$102,033, according to a report of an examination conducted by Illinois, Pennsylvania and Texas. The cash position, the examiners assert, is ample for current operating requirements and surplus funds are invested in liquid securities. The treatment of policyholders has been fair and equitable and all just claims are settled promptly and in accordance with policy provisions, the report states.

In 1934 the receiver of State Life of Illinois reinsured the business of that company in Old Republic. This is practically a management contract whereby the assets of the former State Life are held in a separate fund and are administered by Old Republic as trustee. The business of State Life has shown heavy terminations and the equities in the policies in force from which the liens were originally calculated have been practically absorbed. The capital and surplus of Old Republic are in no way affected by any adjustment in the assets of the State Life fund.

The principal operating officers are N. A. Nelson, Jr., secretary-treasurer and general manager and J. H. Jarrell, vice-president.

Pursues Credit Plan

Old Republic confines its business to insurance on the lives of borrowers from banks and industrial loan agencies. This is known as the credit plan. The insurance equals the face of the loan at

inception and usually reduces monthly as the loans are repaid. The premium is 1 percent of the amount of insurance originally issued. Since the enactment of the Illinois insurance code individual contracts have been issued for each risk assumed. The credit plan is written through banks and loan companies and there are about 300 of such institutions engaged in the solicitation of business. Commissions range from 35 to 45 percent depending upon the volume of business produced.

Total premium income in 1938 was \$384,019 and total income \$429,695. Total paid policyholders was \$147,115 and total disbursements \$390,965. Insurance in force as at Dec. 31, 1938, was \$32,109,682 consisting of 168,211 policies. The State Life fund had total income of \$13,609, total paid policyholders was \$3,230, total disbursements \$18,921. The assets were \$107,790 and insurance in force \$639,625.

In 1938 the ratio of renewal commissions to renewal premiums was 2.71; ratio of first year commissions to new premiums 40.13, administrative expense per \$1,000 of mean amount of insurance in force \$2.09, mortality ratio 78.3.

Report on Rockford Life

Rockford Life of Rockford, Ill., as of June 30, 1938 was credited with assets of \$3,089,371, capital of \$200,000 and net surplus of \$85,803 in the report of an examination conducted by Illinois and Indiana. Earnings from all invested assets with the exception of real estate have been favorable, the examiners state. The return from mortgages has increased since available funds have been invested principally in FHA loans. The treatment of policyholders has been fair and equitable and just claims are settled promptly and in accordance with the policy contracts.

Rockford Life commenced business in 1910. F. L. Brown, president, and Roy Hanson, secretary and treasurer, are the principal officers. For the first six months of 1938, total income was \$287,204 and disbursements \$201,104. Policy reserves were \$2,753,531. Insurance written was \$1,013,072 and insurance in force \$14,366,747.

The ratio of first year commissions to new premiums for the six months was 70.5, ratio of renewal commissions to renewal premiums 2.7, administrative expense per \$1,000 of mean amount of insurance in force \$3.16.

Of the assets real estate accounts for 31.54 percent; mortgages 35.82 percent; policy loans 17.21; bonds 7.72, stocks 5.15. The home office building is entered at \$60,000. It is being marked down at the rate of \$5,000 a year. The rate of return on mortgages for the six months was 5.2, real estate .84, bonds 3.21.

Union Labor Increases Dividend

C. M. Baker, president International Typographical Union, and Leo J. Buckley, president Electrotypers & Stereotypers Union, have been elected directors of Union Labor Life. The dividend to stockholders for 1939 has been set at 5 percent or \$1.25 a share. The rate was 3 percent for 1937 and 1938.

Companies of Same Name Merged

Federal Mutual Life of Delaware and Federal Mutual Life of Jacksonville, Fla., have recently consolidated. Offices are located in Graham building, Jacksonville. The company was organized by J. L. Schlosser, the president, in 1934, first under a Delaware charter and in 1936 under Florida charter. P. A. Weithoner, Jacksonville, is secretary.

MacArthur Controls New Company

Alfred MacArthur, president of Central Life of Illinois, has procured the operating control of Employees Mutual Health of Rock Island, Ill. The company is being maintained as a separate entity and is being operated from the home office of Central Life in Chicago. W. E. Wolfe, who was in charge of Em-

ployees Mutual, is now connected with Central Life at Chicago. Central Life does not write accident and health insurance and Mr. MacArthur's organization is now getting into the accident and health business in a modest way through the instrumentality of Employees Mutual Health. Employees Mutual Health has been writing only about \$6,000 a year in premiums.

Mr. MacArthur is also starting to engage in the fire insurance business with Traders Mutual Fire.

COMPANY MEN

Bruce with Colonial Life

James G. Bruce has been appointed assistant actuary of Colonial Life, succeeding G. E. Ault, who has become actuary of Church Life. Mr. Bruce was assistant mathematician for Prudential from 1930 until he went with Colonial. He was also a member of the research section for two years and has had valuable experience with special problems in connection with all phases of the Prudential's business.

Assistant to General Manager

Cyril H. Eicher has been named assistant to Albert Neuenschwander, general manager of the new Brotherhood Mutual Life of Fort Wayne, Ind. He has been with the Kroger company in Fort Wayne.

New Life & Casualty Officials

NASHVILLE, TENN.—The Life & Casualty has named E. R. Derryberry, controller since 1930, as secretary and

Production Manager of Southern Life of Georgia



GRADY E. SIMPSON

Grady E. Simpson, for the past seven years with the Protective Life of Birmingham, has resigned as manager of its salary savings department to join the Southern Life of Georgia as production manager, working out of the home office in Atlanta.

Before entering life insurance about 15 years ago, Mr. Simpson was in the banking business in Alabama. While vice-president of an Alabama bank he developed an insurance department in his bank and became especially interested in life insurance, which he decided to make his life's work. He represented the American Central prior to his association with the Protective. He has been personal producer, supervisor, general agent, manager and home office official and is well known throughout the southeastern territory.

BUILDING CONSERVATIVELY SERVING EFFECTIVELY

The THIRTY-FOURTH ANNUAL STATEMENT OF INDIANAPOLIS LIFE INSURANCE COMPANY shows 1938 as another year of marked advancement for the Company.

**INSURANCE IN FORCE INCREASED
OVER \$2,000,000.00**

**Making TOTAL INSURANCE IN FORCE
\$108,105,607.00**

**ASSETS INCREASED \$ 1,687,406.57
Making TOTAL ASSETS 22,094,811.82**

SINCE DECEMBER 31, 1929

**ASSETS HAVE INCREASED 111.3%
SURPLUS HAS INCREASED 111.2%**

The percentage increase in assets is double the splendid average percentage increase for all companies. The surplus increase is four times the average for companies as a whole.

With a complete kit of policy contracts, including Juvenile from birth to age 10, modern sales plans, and helpful Home Office cooperation, Indianapolis Life men are equipped to build profitably and permanently.

*Opportunities for Quality Underwriters in
Indiana, Texas, Illinois, Ohio, Michigan,
Minnesota, Iowa and California.*

Indianapolis Life Insurance Company

A Legal Reserve, Mutual Company

Indianapolis, Indiana

EDWARD B. RAUB,
President

A. H. KAHLER, Second Vice-President
Supt. of Agencies

George S. Parrish, assistant controller since 1928, as treasurer. They succeed H. B. Folk, former secretary-treasurer, who died April 19.

New Home Friendly Medical Head

Dr. M. Theodore Boss has been named medical director of the Home Friendly of Baltimore.

H. C. E. Johnson Vice-President

H. Clay Evans Johnson, assistant manager of agencies of the Interstate Life & Accident of Chattanooga, has been named a vice-president. He is a son of Dr. Joseph W. Johnson, president of the company.

Pennsylvania Insurance Day Plans Are Being Formulated

PITTSBURGH.—"Pennsylvania Insurance Days," the annual convention of the Insurance Federation of Pennsylvania, will open with a luncheon on May 16, sponsored by the Insurance Club of Pittsburgh. Governor James of Pennsylvania will speak.

Nationally known speakers will speak at group luncheon sessions on May 17. The banquet will be that night. A smoker will be held May 16 and the program will close with a dance following the banquet.

Charles H. Bokman, New Amsterdam Casualty, is general chairman, and Charles F. Flaherty, Tener-Lowry Company, is assistant general chairman.

Group luncheon chairmen are: Life, Edward M. Aiken, executive secretary Pittsburgh Life Underwriters Association, and fraternal, Francis Tap-tich.

Life Counsel Annual Meeting

The annual meeting of the Association of Life Insurance Counsel is to be held in Hot Springs, Ark., June 3-4.

Cash in on a FUNDAMENTAL human appeal

• Desire for security is a fundamental human ambition. Old age pensions and unemployment insurance prove one thing: that people today want more and still more social security. Cash in on the social security appeal. Be ready to offer your prospects General Mutual's new, low-cost Social Security contract. A favorite business builder with agents throughout America.



Sell General Mutual's SOCIAL SECURITY CONTRACT
WRITE FOR FULL DETAILS

THE GENERAL MUTUAL LIFE INSURANCE CO.
VAN WERT, OHIO • C. M. Purmort, Pres.

LIFE AGENCY CHANGES

Hartigan Appointed Chicago Manager

The Central Life of Illinois appointed Raymond J. Hartigan manager of its home office agency. He will be located in the home office building in Chicago.



R. J. Hartigan

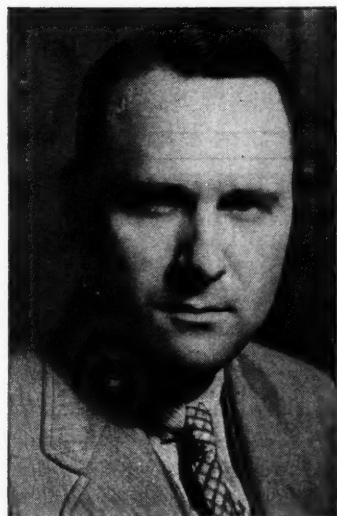
Mr. Hartigan spent most of his insurance life with the Continental companies of Chicago, starting as a broker, later as a manager, and lastly as a supervisor out of the home office. He has good training experience extending over a period of 17 years, and also has been a successful personal producer.

He started in general insurance work at Chicago in 1923, entering life insurance work in 1927. He had charge of the Continental Assurance Chicago branch life department for a time, then became home office supervisor. In 1934 he resigned, becoming Chicago manager Girard Life. More recently he has been a broker.

Clinton Goes to Omaha as Assistant General Agent

C. E. Clinton, supervisor of the R. S. Edwards general agency, Aetna Life, Chicago, has been promoted to assistant general agent at Omaha, associated with General Agent H. E. Sorenson. Mr. Sorenson has been in charge there for many years. Mr. Clinton formerly for some time was an inspector of the Retail Credit Company at Chicago. He has been connected with the Aetna Life there for 12 years, of which for the last five years he has been supervisor in charge of a unit which he built from scratch to \$1,500,000 average annual production. Mr. Clinton started as an agent under S. T. Whatley, now agency vice-president Aetna Life. He was in charge of Illinois territory outside Chi-

Gets Promotion



E. P. HORNE, Houston, Tex.

E. P. Horne, who becomes home office manager of the Great Southern Life at Houston, has been assistant. He has been connected with the company since 1925. There are 30 full-time agents associated with the home office agency writing about \$7,000,000 a year.

cago in 1933-34. He is secretary-treasurer of the Supervisors Club, Chicago, and past board member Chicago Association of Life Underwriters. Mr. Clinton is a graduate of Knox College, and passed all sections of the C.L.U. examinations in one year.

Equitable Society Appoints Three Men in Field

Several appointments have been made in the field by the Equitable Society. Charles J. Huston becomes assistant agency manager in the H. A. Sloan agency at Chicago, where he has been agent. John W. Nelson becomes district manager at Eugene, Ore., connected with the T. H. Groves agency of Portland. He formerly was an advertising and newspaper man. Clyde F. McDermont was appointed field assistant in the Kellogg Van Winkle agency at Los Angeles, having headquarters in Hollywood. Formerly he was in general insurance work associated with I. P. Strother, general insurance man of Hollywood, and was an agent of the Equitable.

Two New Agency Instructors

W. B. Cornett of Columbus, O., field director of the Loyal Protective Life for Ohio, Michigan, Indiana and West Virginia, has appointed H. E. Wagar and C. U. Pugh as agency instructors in Michigan and Ohio, respectively. Both

Hunt in New Post



LOUIS E. HUNT

Louis E. Hunt, who has been appointed general agent of General American Life at Lubbock, Tex., has been supervisor there for the Great Southern Life. He has been in life insurance work 10 years.

will be closely associated with the Columbus office and will give their entire time to training and supervisory work.

New Agency Setup in Maine

Penn Mutual Life has rearranged its agency organization in Maine. The en-

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tire state has been put in charge of J. T. Taylor & Son. The company has had an office in Portland for about 56 years, and one in Bangor since 1896. For many years the Bangor office has been in charge of Joseph T. Taylor, and other members of the family were connected with the Portland agency in those early years. Joseph T. Taylor will continue his work in Bangor, and his son, Donald R., has taken charge of the Portland office.

Tucker Named in Richmond

Jesse M. Tucker has been appointed district manager in Richmond, Va., by the Equitable Society. He has been with the company there four years.

Arthur Gilmore Is Promoted

A. C. Gilmore, field assistant of the Travelers' Philadelphia branch, has been promoted to assistant district group supervisor. His activities will be confined to the territory of the Philadelphia

branch office district, with headquarters in the Provident Trust building.

Rogers Has Life Department

ST. PAUL—The Frank S. Rogers agency of St. Paul will add a life insurance department, having been appointed associate general agent in Minnesota of the American Mutual Life. J. D. Serill, Minneapolis, is general agent.

J. A. Rogers, brother of Frank S. Rogers, will have charge of life insurance. He formerly was in that field but recently has been associated with the fire and surety end of the business.

The Prudential of London is opening new offices in the Victoria building, Ottawa, Ont., under the direction of Eric Kinney, resident inspector for fire and casualty insurance, and Stanley Petrie, life district manager.

Leonard Mordecai, recently resigned as general agent of the Equitable Life of Iowa in Boston, has joined the N. D.

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"THE SUN NEVER SETS ON AN UNPAID CLAIM"

Phelps agency of the Northwestern Mutual Life in Boston as a personal producer.

C. E. Purdy, Jr. to Minneapolis

State Mutual Life has appointed Charles E. Purdy, Jr., well known Detroit manager, as associate general agent of the Louis Gross agency, Minneapolis.

Mr. Purdy, who has been in the business since his graduation from the University of Minnesota in 1928, has served as personal producer, as an educational supervisor in the home office and as branch manager. He was appointed manager in Detroit in 1932.

Mr. Purdy was president of the General Agents & Managers Association in Detroit in 1937-38.

Expect Seattle Appointment Soon

Karl Gumm, superintendent of agents National Life of Vermont, will soon appoint a new general agent in Seattle. In the meantime Mr. Gumm will divide his time on the west coast between Seattle and San Francisco.

Douglas J. Jarrell has been named agency supervisor for west central Texas territory for the Texas Life of Waco. His headquarters are Abilene.

J. J. Buck has been appointed district manager by Lloyd B. Gettys, Davenport manager Mutual Life of New York. He will cover two counties in Illinois in addition to the tri-cities.

Kenneth Humelett of Gladbrook, Ia., has been made district manager of the Service Life of Omaha.

Pacific Mutual Action Again Upheld

The California supreme court, on an appeal from the decision of Superior Judge Willis by Col. W. H. Neblett, has again approved the liquidation of the old Pacific Mutual Life and the formation of the new company to take over its assets and assume its liabilities.

Previously the state's highest court, on a similar appeal, had upheld the superior court in its action, and later the U. S. Supreme Court upheld Judge Willis' decision.

The Columbian National Life agency directed by General Agent Thayer Quinby of Boston has moved to new headquarters in the home office building at 77 Franklin street. The move celebrates its fifth anniversary. Mr. Quinby, until he became Boston general agent, directed the agency in Springfield, Mass. The organization is well manned. In addition to a staff of progressive agents headed by Supervisor H. S. E. Paynter, it has an excellent brokerage department.

LIFE SALES MEETINGS

New York Life Is Holding Meetings in Midwest

The New York Life started a series of spring meetings in Chicago this week which will continue to May 2. The various branches in the central department in Chicago under Lloyd Lafot, inspector of agencies, are holding separate meetings, being addressed by Isaac S. Kibrick, agency assistant, Boston, and Irvin Bendiner of Philadelphia, specialist in business insurance. A general meeting on taxes, business insurance and programming, with selected agents attending, was conducted by Mr. Bendiner.

The \$100,000 Club will hold a convention Sept. 18-20 at French Lick, Ind., for the great middle, central, western and northwestern departments. Home office officials will be on the program. The Top Club will meet at New York Sept. 4-8 and the \$200,000 Club there Sept. 6-8. These last two will be national conventions.

Griffin M. Lovelace, vice-president, is scheduled to address meetings of the mid-western department branches to be held in May. O. R. Carter, Chicago, is inspector of agencies of the department. The mid-western department meetings will start at Chicago May 8. Other meetings scheduled are: Springfield, Ill., May 9; Peoria, Ill., May 10; Davenport, Ia., May 11; North Platte, Neb., May 13; Omaha, May 15; Sioux City, May 16; Sioux Falls, S. D., May 17; Des Moines, May 19; Waterloo, Ia., May 20.

Mr. Lovelace then will go to Milwaukee for the initial meeting of the series in the northwestern department to start May 22. R. E. Peters, inspector of agencies, Minneapolis, will attend these gatherings. A number of meetings at various cities have been scheduled in the northwestern territory.

K. M. Snyder's Conference

K. M. Snyder, Omaha general agent Northwestern Mutual Life, held his annual meeting and dinner this week. P. H. Evans, vice-president and actuary, and J. J. Hughes, assistant director of agencies, were present from the home office. Dave Harris, agent at Des Moines, made an address. The agency shows a 20 percent increase as of May 1 over the previous 12 months on a paid for basis. The Snyder agency is unique in that it has many agents who are large producers. The average income of the Snyder agency men is \$5,000.

Mr. Snyder took over the new north-eastern part of Nebraska a year ago. R. L. Theisen took the other part of the state and he has made a very creditable record.

Columbus Mutual Meeting

Agents of the Columbus Mutual Life will hold their annual convention in Columbus, May 4. On the two succeeding days they will meet with the Ohio Association of Life Underwriters. President D. E. Ball and Sales Manager J. A. Preston will deliver talks at the first session. At noon Mr. Ball will be host at the president's luncheon for members of the "President's Own Club" and the "App-a-Week Club."

In the afternoon field men will be divided into separate groups for special conferences. Some of the leading producers will speak for five minutes each. New men will be taken for a tour through the home office.

Regional in Kansas City

John J. Moriarty, vice-president in charge of agencies American Mutual Life; H. S. McConachie, assistant agency superintendent, and R. B. Reynolds, director of sales service, conducted a regional sales meeting in Kansas City for agents and general agents from several Missouri and Kansas cities.

Equitable of Iowa Regional

A regional meeting of Equitable Life of Iowa agents and general agents will be held April 28-30 at Excelsior Springs, Mo. This is the third such meeting financed and sponsored by the general agents. Fred Hubbell, president, and Ray Fuller, superintendent of agencies, will attend from the home office. About 70 are expected. Saturday's program will be unusual in that general agents are barred. Agents themselves will conduct the program for agents.

Kansas City Life Conference

KANSAS CITY—General agents and supervisors of the Kansas City Life from the middle west are attending a conference at the home office here. Purpose of the meeting is to outline a five-year study plan. O. Sam Cummings, Texas manager is in charge. The study plan embraces all phases of general agency and supervisory work. Next year, the company plans to take up two or three specific subjects and deal with them in similar meetings.

The last of May a similar introductory meeting will be held at San Francisco for coast and mountain general agents and supervisors, and in June, those in the east will meet at Cincinnati.

General Agents Group Meets

Directors of the General Agents & Managers Association of the Continental Assurance met this week in Chicago with Clarence Thiele, president, Milwaukee, presiding. Among those attending were Ben Tolmich, Detroit; Allan Reager, Louisville and Maurice Killian, Canton, O. They attended in a body the sales congress of the Chicago Association of Life Underwriters.

Reliance Life Meet in Kansas City

KANSAS CITY—Middle western agents of the Reliance Life attended a conference here with J. F. Johns, superintendent of agencies.

Texas to Investigate High Cost of Receiverships

AUSTIN, TEX.—The high cost of insurance company receiverships commanded attention of the Texas senate and resulted in the ordering of an inquiry by that body's standing committee on investigations.

Figures showing that receiverships in

27 liquidated companies cost 64.4 percent of the total assets were used in support of a uniform liquidation act (HB 249) by Representative Keith of Sherman. The bill is now before the conference committee. Mr. Keith said the conferees likely would meet during the week to adjust differences, which center on the senate's proposal to let the chairman of the board of insurance commissioners appoint the liquidator while Mr. Keith wants the appointment to be made by the entire board. Centralization of that power in one commissioner, he fears, might create a situation in the future that would permit renewal of the abuses he seeks to correct by the bill.

Receivership Cost Very High

Senator Hill was author of the resolution which called for a senate committee investigation of the matter. It cited 27 receivership cases in Travis county (Austin) district courts. The cases involved the distribution of \$819,644 assets. The total cost of the receiverships, including traveling expenses, court costs, fees paid to receivers and attorneys for receivers, aggregated \$494,991, or 64.4 percent of the assets. Creditors received only the 35.6 percent of assets.

"In many instances it appears from the records that costs of receiverships were entirely and wholly beyond reason, and apparently disproportionate," the resolution stated.



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NEWS OF LIFE ASSOCIATIONS

Many Headliners for Ohio Congress

With the exception of the speaker for the banquet, the program is now complete for the annual meeting of the Life Underwriters Association of Ohio in Columbus May 5-6. V. C. Smith is general committee chairman.

Speakers include: Governor Bricker; Mayor Gessaman of Columbus; and Insurance Superintendent Lloyd.

Manuel Camps, Jr., general agent John Hancock, New York, will talk on "Prospecting;" W. T. Grant, president Business Men's Assurance, "In Step with the Times;" Burt H. Wulfekoetter, special agent, Massachusetts Mutual, Cincinnati, "Prospecting Through Taxation;" Adam Rosenthal, Connecticut Mutual Life, St. Louis, "Humanizing Income Options."

Holgar Johnson, Pittsburgh, president National Association of Life Underwriters, will discuss "Changing Trends;" Elmer L. Weimer, John Hancock, Marion, O., "Writing Insurance in Small Urban Centers;" L. A. Spencer, Equitable Society, Youngstown, "Simplified Programming;" Denis B. Maduro, counsel New York Life Underwriters Association, New York, "Business Insurance."

Eric G. Johnson, agency supervisor Penn Mutual, Pittsburgh, will speak at a breakfast arranged for general agents on "Agency Supervision."

Miss Helen Rockwell, National Life of Vermont, Cleveland, will speak at a breakfast for women underwriters.

It is expected that upward of 1,000 agents will attend the meeting.

Michigan State Meeting in Lansing May 10-11

LANSING, MICH.—Program details have been nearly completed for the convention of the Michigan Association of Life Underwriters here May 10-11. The theme will be: "What can we do to raise the level of public regard and understanding of life insurance?"

A dinner meeting May 10 will be attended by state and local association officers, national committeemen, members of the state advisory council and the state nominating committees. The convention theme will be presented in a discussion led by C. A. Macauley, John Hancock Mutual Life, Detroit.

Following a breakfast round table May 11, for state and local association officers, chairmen of standing committees and delegates from local associations. Earl Hough, Dominion Life, president Lansing association, will give the welcome; response, Kenneth Conrey, Grand Rapids. Herbert Thompson, Detroit, secretary-counsel, will report on legislative matters. Dr. John Finlayson, Massachusetts Mutual Life, Ann Arbor, will speak.

A luncheon session will be held in conjunction with Lansing service clubs.

In the afternoon President Jack Rabinovitch, Flint, will give his report and Col. John G. Emery, new Michigan commissioner, will speak briefly. An open forum will follow on "Improving Local Association Administration and Making Stronger Associations." Holgar J. Johnson, National association president, will speak.

The banquet will be the initial session of the newly organized Life Insurance Leaders of Michigan, in charge of George E. Lackey, Detroit general agent Massachusetts Mutual Life. Nathaniel Seefurth, Chicago, will speak.

Racine, Wis.—More than 100 attended the first anniversary dinner. A. L. Dern, vice-president and director of agencies, Lincoln National Life, discussed "S. O. S.—Same Old Stuff." Mr. Dern spoke

on approach and technique in insurance salesmanship and listed requisites for a successful agent.

Chicago—A playlet, "Spring Clinic of 1933," written by Harry G. Walter and Walter N. Hiller of Stumes & Loeb, general agents Penn Mutual, Chicago, will be the feature of the business getter clinic May 9. This was prepared with the cooperation of C. B. Stumes, association president, and has a cast of 30. D. Miley Phipps, Northwestern Mutual, is chairman of the clinic committee. More than 400 diplomas were awarded in a 13-week school just concluded, in which 550 agents were enrolled. There were 32 speakers in the course. Paul Speicher, "Research & Review," handed out the diplomas.

Victoria, Tex.—With Starkey Duncan, Fidelity Union Life branch manager, San Antonio, assisting, a temporary organization was formed with these officers: President, E. U. Robins; vice-president, D. E. Purdy; secretary-treasurer, Gene Jaeger; directors, J. O. Barnett, Yoakum, Tex.; Harry Rathbone, Herbert Sasse, E. J. Dysart and Paul V. Cooksey.

Atlanta—G. Franklin Ream, assistant superintendent of agencies Mutual Benefit Life, spoke on "Sales Mechanics."

Pittsburgh—Max C. Fisher, assistant secretary Metropolitan Life, spoke.

Possibilities in life insurance are almost limitless, Maurice B. Cahill, Pittsburgh agent of the Equitable Society, told the Washington branch of the Pittsburgh association. Life insurance has adapted itself to new needs and new uses. The life agent is steadily becoming a more important personage in his

Davenport Reservations Now Exceed 700



KARL E. MADDEN

Karl E. Madden, Penn Mutual, general chairman for the big sales congress in Davenport, Ia., May 12, announces that reservations now exceed 700. The program includes Holgar Johnson of Pittsburgh, president National Association of Life Underwriters; Vance Bushnell, second vice-president Equitable Society; Griffin Lovelace, vice-president New York Life; Harry T. Wright, Equitable Society, Chicago, secretary National association; Lawrence J. Evans, assistant director of agencies Northwestern Mutual Life; L. M. Buckley, Provident Mutual, vice-president Chicago association; Glen Spahn, superintendent of agencies for Metropolitan Life, and L. E. Frailey, professor of English and letter writing at Northwestern University.

James Rutherford, Penn Mutual, Des Moines, will be master of ceremonies at the morning session and C. J. Zimmerman, Connecticut Mutual, Chicago, vice-president National association, will preside at the afternoon session.

community. There is an obligation on the part of the agent to recognize the position of trust accorded him by his fellow citizens and properly fit himself to discharge that trust, he said.

St. Louis—Life agents and companies were praised for their part in placing the business on the high standard on which it rests today by Holgar J. Johnson, president National association. He warned those present not to rest on their laurels but to continue to strive for the best interests of the business.

Mr. Johnson also spoke at a breakfast conference of the members of the convention committees that will function in connection with the convention of the National association to be held here September 25-29.

In discussing public relations at a dinner meeting sponsored by the General Agents & Managers Association that evening, Mr. Johnson stated that one of the best means of improving public relations is through local newspapers. He emphasized the importance of systematic advertising campaigns.

Peoria, Ill.—Speakers for the weekly sales school were R. C. Lowes, Jr., Ohio State Life, "Basic Principles of Answering Objections," and J. H. Roth, Jr., Northwestern Mutual, "Specific Objections."

Norfolk—Portsmouth, Va.—Commissioner Bowles of Virginia spoke on "State Supervision or Some of the Responsibilities of an Insurance Commissioner." Lewis I. Held of Richmond, president Virginia association, also spoke.

Pulaski, Va.—An organization meeting was held here with prospects of an association being launched with 30 or more members, with the aid of Lewis I. Held of Richmond, president of the Virginia association.

Buffalo, N. Y.—F. H. Haviland, vice-president in charge of agencies Connecticut General Life, spoke on "The Life Insurance Agent of the Future."

Los Angeles—Holgar J. Johnson, president National association, will speak at a breakfast meeting May 26.

Dayton, O.—J. M. Gantz, general agent Pacific Mutual, Cincinnati, will address the luncheon meeting May 18, on "Truth Is Stranger Than Fiction."

Green Bay, Wis.—Legislation affecting life insurance was discussed.

Cedar Rapids, Ia.—J. C. Higdon, vice-president Business Men's Assurance, said that he felt the public is much more interested in buying life insurance than what he termed death insurance. "More and more persons are paying higher premiums to provide an annuity for themselves," he said. "They are interested in securing benefits during their lives as well as insurance in case of death."

NEW YORK

WALTER BARTON ABROAD

Mr. and Mrs. Walter E. Barton are celebrating their 25th wedding anniversary with a trip to Europe. Mr. Barton is president of the Charles B. Knight Agency of the Union Central Life in New York City. They will travel in Italy, Germany, France and England, returning to New York early in June.

TEA FOR MRS. FORD

About 250 persons, including many prominent insurance men and women, attended the tea given by the League of Insurance Women in honor of Mrs. Kathryn Ford, who has been the league's president for eight years, Mrs. Ford was the league's second president, and she was one of its charter members.

Home office officials present included L. Seton Lindsay, vice-president New York Life, F. A. Wickett, vice-president New York Life, and Leigh Cruess, vice-president Home Life of New York. Julian S. Myrick, with whose agency of the Mutual Life Mrs. Ford is connected, was also present as a guest of honor.

The league has the distinction of being the only group of insurance women in the membership of the General Federation of Women's Clubs. The league's aim is to increase the effectiveness of women in the life insurance field and to develop a better understanding of the services of life insurance

among women, who are its chief beneficiaries.

Mrs. Lillian Joseph, Home Life of New York, was chairman in charge of arrangements for the tea.

CHICAGO

HINTZPETER SALES CONGRESS

A golden anniversary sales congress, winding up with a dinner, will be held May 1 by the Hintzpeter agency of the Mutual Life of New York in Chicago, honoring Manager H. C. Hintzpeter, 50 years of service with the company. George A. Patton, vice-president and manager of agencies, and G. A. Sattlem, superintendent of agents, will attend from the home office. Among other speakers will be W. D. Saltiel and Judge J. A. Schiller of Chicago. R. B. Mullaney, a leading Hintzpeter agent, will preside. Mr. Hintzpeter was honored at a luncheon of the Germania Club this week. He was its president in 1933-35.

LESS TWISTING NOTED

Life men report that there is less twisting of older policies than usual, largely because of their more liberal provisions and rates. There could be no logical incentive for a policyholder with an old time total and permanent disability clause, with more liberal options and lower rates to cash in his policy and take a modern one. This has resulted, therefore, in a lessening of activity on part of twisters, they confining themselves largely to policyholders who have become insured during the last year or so. Where there are laws prohibiting twisting on account of misleading information it is very easy to prove that a policyholder was misinformed if he has one of these more liberal contracts.

NOW LYTTON & OLSON

The Chicago law firm of Bull, Lytton & Olson that has a considerable insurance practice is being reorganized. The firm is being perpetuated as Lytton & Olson, the partners being Arthur Lytton and Olaf Olson. F. W. Bull is opening other offices. Lytton & Olson will continue to occupy the quarters at 134 North LaSalle street, and will continue with the same insurance clientele.

LETTON ASSISTS JOHN R. HASTIE

Chad M. Letton, formerly of Equitable Society, has joined the John R. Hastie agency of Mutual Life in Chicago as supervising assistant. After graduating from Grinnell College in 1931, Mr. Letton went with Equitable Society, getting some training in the cashier's training course at St. Paul and at the head office. For five years he was connected with the public service department of the Chicago cashier's office of Equitable. Then for the past two years he has been devoting his time to personal production and to teaching the first principles of the business to new men in the organization. He expects to take his final C.L.U. examination in June. He is chairman of the Grinnell College Alumni Club of Chicago.

R. S. EDWARDS REARRANGES STAFF

Several changes have been made by R. S. Edwards, general agent Aetna Life, Chicago, following transfer of Supervisor C. E. Clinton to Omaha as assistant general agent. Paul M. Williams' unit has been enlarged and he was given additional duties. He has been unit manager for two years. A. H. Reichman, who has been in charge of the outside territory for two years, was transferred to Chicago to start a new unit. George P. Stangle, assistant brokerage department manager, takes charge of the outside territory. Mr. Reichman has been connected with the agency for two years. Formerly he was

chief bene-
me Life of
n charge of

district agent Aetna Life at Elgin, was connected with the Metropolitan there, and also later with the Bankers Life of Iowa. Mr. Williams has been with the agency over six years and is one of the leading producers. Mr. Stangle also was one of the company's leaders.

JAMES & CO. LIFE BRANCH MOVES

The life, accident and health, and group department of Fred S. James & Co., general agent Travelers, Chicago, has moved to larger, better arranged quarters in 1221 Insurance Exchange, which includes conference rooms and new conveniences for agents. Life business during the past year increased 30 percent and accident 20 percent. Seven men have been added to the organization. Clay F. Lundquist is manager. Open house was held Monday. James & Co. plan to build a strong life agency organization. The life department is about 15 years old. Mr. Lundquist, who has been in charge for a year, formerly was assistant manager of the Travelers branch in Chicago.

RAYMOND WIESE MAKES CHANGE

Raymond J. Wiese, new Chicago manager Northwestern National Life, has placed the One North La Salle street head office on a managerial basis. William C. Hettrick was appointed supervisor. He has been connected with the company in Chicago for five years, specializing in salary savings, being the company's leading producer in this field. He formerly was an inspector of the Retail Credit Company. James Polka, formerly for a number of years general agent in the office, has been appointed supervisor and continues direction of his strong unit, operating through the west suburban Chicago district. Mr. Wiese has opened a brokerage department which temporarily is in charge of Chester Pease. Mr. Pease also is educational supervisor of the office, a post he has held for some time.

Stephen, 6-year-old son of Louis Behr, noted Chicago producer and originator of the "Behr's Prospecting System" and "Viso-wallet," underwent an emergency appendectomy but is recovering satisfactorily.

J. L. Brader, general agent Equitable Life of Iowa, San Francisco, has moved his office to the Central Tower building.

SOME

PERTINENT

FACTS ABOUT

Supreme Forest

WOODMEN CIRCLE

• Total Membership.....	132,982
Total Protection	\$107,701,046.00
Written in 1938.....	11,629,606.00
Benefits Paid in	
1938	1,893,522.35
Benefits Paid since	
Organization in	
1895	40,445,656.11

Dora Alexander Talley, President
Mamie E. Long, Secretary
Home Office, Omaha, Neb.

THE WOMEN'S BENEFIT ASSOCIATION

Founded 1892
A Legal Reserve Fraternal Benefit Society
Bina West Miller, Supreme President
Frances D. Partridge, Supreme Secretary
Port Huron, Michigan

LEGAL RESERVE FRATERNALS

Washington Congress Rally Program Is Announced

C. L. Biggs, recorder Maccabees and president National Fraternal Congress; Commissioner W. A. Sullivan of Washington and C. D. Robinson, supervisor of the state fraternal division, will be among the principal speakers at the annual convention of the Washington Fraternal Congress to be held May 27 in Seattle. Sessions will be in the A.O.U.W. of Washington building, with Charles M. Burns, president, presiding. W. H. Tyer, state manager Modern Woodmen, will be official host. Mrs. Lois A. Geiser, regional director Degree of Honor Protective and first vice-president of the congress, will respond to greetings.

Mr. Biggs is on the afternoon program. J. F. Fogarty, grand master workman A.O.U.W. of Washington, will speak, as will Supervisor Robinson and Mrs. Kathryn Bowen, state field director Woman's Benefit.

Mr. Fogarty will be toastmaster at the banquet at which congress officers will be introduced, greetings extended by Seattle and Washington officials and Commissioner Sullivan and Mr. Biggs will talk. Officers elected in the afternoon session will be installed by Mr. Biggs.

Bill Doesn't Change Missouri Law

Considerable publicity given in Missouri to the provision in the proposed code to permit fraternalists to sell many types of life insurance, was misdirected according to fraternal leaders. The societies under the old law are permitted to sell endowments, annuities, term insurance, etc. The bill prepared by the department merely picks up provisions of the old law and incorporates them with the more modern phraseology used in the New York law. The bill was reported out by the senate insurance committee, whose chairman, Senator E. A. Barbour, Democrat, Springfield, introduced it. It prohibits operation of unincorporated or voluntary societies after 1940 and exempts fraternalists from the 2 percent premium tax.

Bennett Is Mayor of Newton

Edgar L. Bennett, grand master of the A. O. U. W. of Kansas, Newton, Kans., has been named mayor of Newton. He received the highest vote in the recent election among the commissioners elected.

District Manager Corkum Dies

SEATTLE, WASH. — William C. Corkum, 65, district manager Modern Woodmen, died here at his home after a short illness.

Praetorians Hold Celebration

The Praetorians of Dallas in April started a celebration of its 41st birthday which will be climaxed May 9-10 at a nation wide gathering of the field force at the home office. The society has \$70,000,000 insurance in force, assets of more than \$8,350,000, and has paid out in benefits some \$10,294,000. The order was organized by C. B. Gardner and is now headed by Judge T. L. McCullough.

James H. Brewster, vice-president-treasurer of the Aetna Life companies, has returned from a convention at Sea Island, Ga.

Pave the Way—An accident policy sale is the easiest way to get acquainted with your prospect and pave the way for other lines. For suggestions that sell read The Accident & Health Review, A-1946 Insurance Exchange, Chicago. Sample 10c.

Tennessee Society Asks for Clarification of Law

NASHVILLE, TENN.—Chancellor Howell has been asked to clarify a Tennessee statute as to whether \$100 or \$1,000 is the minimum policy a Tennessee incorporated fraternal society can issue.

The Southern Life & Accident of Chattanooga filed a petition alleging it was chartered Oct. 14, 1938, as a fraternal with a lodge system and ritual, to provide accident, sickness, disability or death benefits for members. It secured 300 members, each contracting to take a \$100 policy and paying the premium thereon. When the association applied to the Tennessee department for a permanent permit, this was refused on the ground the legal minimum policy that

can be issued is \$1,000, the petition alleged.

There exists, the association claims, an apparent inconsistency in the statute which at the outset says a fraternal benefit society, in order to organize, must have 300 members each holding a policy of \$100 but later indicates a \$1,000 policy is required.

O'Rourke Heads Athletic Group

J. J. O'Rourke of the ordinary underwriting department has been elected president of the Prudential Insurance Company Athletic Association. The retiring president is Franklin Jamieson. The association held its annual dance at which the newly elected officers were introduced. The new vice-presidents are Frank L. Kelber, supervisor, and Robert Larkin, Jr., industrial actuarial department. David Wagner, accounting, is financial secretary and Alice Thorpe, correspondent, assistant secretary.

They'll be there

When 100,000 fraternalists gather at Detroit next August 14 to celebrate the opening of International Fraternal Week, 300 Maccabees' field men will be there. They'll see the colorful celebration at the Michigan State Fair Grounds; they'll participate in the gay ceremonies of the Fraternal Mardi Gras; they'll be guests at the biggest banquet in fraternal history. The Maccabees' field men won't miss this most significant event in fraternalism's 70 years because they will journey to Detroit as guests of their association.

Such rewards to deserving workers is part of The Maccabees' field policy which has produced a loyal, energetic force of field men who believe in their society, and hold its welfare even dearer than their own.

The Maccabees

Detroit, Michigan

HOME AND FULL FAMILY PROTECTION

Good Territory and Attractive Contract for good producers. Write for information.

American 3% Policies

Whole Life Special
Endowment Age 85
20 Payment Life
20 Year Endowment
Retirement Incomes at
Ages 60, 65 and 70
10 year term
Modern Junior Policies

EQUITABLE RESERVE ASSOCIATION
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 SAN FRANCISCO LOS ANGELES

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Complete financial data, policy facts, rates and values in the 1939 Unique Manual-Digest. \$5. National Underwriter.

AGENCY MANAGEMENT

Closer Supervision Is Called for by Conditions Now

Life agents this month made some progress in fighting their way back from the slump that occurred in February following the exhausting of prospect lists in the November-December campaign based on impending rate and option changes, but still according to managers and general agents are not back to normal production.

Companies and agencies have worked out various methods of meeting the situation, all based on impressing the need for a period of intensive prospecting.

Wrong Selling at Fault

However, apparently the February sales decrease was not caused solely by an exhausting of prospect lists. Some agency heads feel that the agents suffered by being induced for a two months' period to return to the old obsolete method of selling on the appeal of rates and costs rather than of needs. There thus was a natural reaction period following the work in January cleaning up cases sold before the turn of the year. A prominent manager said he had observed that agents went through a reaction period after every period of selling life insurance the wrong way.

Some offices early in November saw this danger and impressed on agents the necessity to prospect even though they were pressed for time in closing cases. However, there was so much business to be written on the basis of the rate and option changes that most agents failed to prospect.

Offices are maintaining much closer supervision this year than ever before.

Agents More Easily Offended

The manager of a large Chicago agency has discontinued the regular Monday agency meetings, instead holding private conferences with each agent. He finds the men in the field are much touchier. They do not like to be criticised in open meeting. He lays this to

unsettled economic conditions, to war scares and reaction from the intensive year end drive, to difficulty of securing examinations due to so many applicants coming down with influenza. He impresses on all his agents the necessity of sticking close to their business and of letting the world run itself. If it were possible, he said, to put blinders on all agents such as are used with horses, the agents could get much more work done.

Another manager said it is very difficult to instil in very many agents the enthusiasm and single-mindedness necessary for success. They arrive at the office late and leave early. They do not have the right interviews which seem to be necessary nowadays in order to sell sufficient volume. Competition and the times demand more calls and longer hours of work. This manager said he arrives at the office daily at 8 a. m. and on his way to work frequently encounters an able life company president who is also bound to his office.

Many Arrive on Job Late

These men find they cannot get the job done well except by putting in the extra hours, but the agents, he said, do not begin to straggle in until about 8:40 a. m. He believes even though they do not have anything to do between 8 and 9 o'clock when they go out on the street, they would make much more progress if they would sit in the office and get into an insurance selling frame of mind.

This manager said agency heads could do a better job of directing their men if they could only see them at work and how they spend their time when not working. He believes few work as hard as they can. Unless they really like or love the business, he said, they had better get out of it for they are only wasting their time and that of the agency.

Los Angeles Managers Meet

R. J. Bauer, general manager Better Business Bureau of Los Angeles, addressed the Life Insurance Managers Association there on "The Bureau's Work in the Life Insurance Field."

Roy Ray Roberts, chairman of the chamber of commerce life insurance committee, reported that the teaching of insurance in the adult educational program of the boards of education, will start May 10, that all the books have been prepared and Dr. Mann, in charge of the work, is ready to start.

Rollo Hays, Jr., chairman of the membership committee of the Life Underwriters Association of Los Angeles, reported that the organization now has 461 members and urged the managers to act quickly and bring the total up to the quota set by the National association. Kellogg Van Winkle reported on legislation.

Discuss Training College Men

A meeting of general agents of the Franklin Life from Indiana, Michigan, Wisconsin, Illinois, Ohio and Missouri was held in Indianapolis. The principal topic was the company's plan for selecting and training college graduates. Twelve selected graduates will join the organization this year. Ralph L. Colby, Indiana general agent, was in charge of arrangements.

Seattle Managers Elect

The Seattle Life Managers Association has elected Dudley Dowell, New York Life, president, succeeding Hugh S. Bell, Equitable of Iowa; Lloyd A.

Perkins, Pacific Mutual Life, vice-president, and S. K. Cassill, Manufacturers Life, secretary. Directors in addition to the officers are Guy Gay, Sun Life; Stanley Randolph, Occidental Life; C. J. Sauter, Equitable Society; C. C. Thompson, Metropolitan Life; R. R. Mathews, Northern Life, and Arthur Challis, Massachusetts Mutual.

Sociologist Is Milwaukee Speaker

MILWAUKEE—Dr. Philip Person, professor of sociology University of Wisconsin, will discuss "Current Sociological Trends" at the meeting of the Milwaukee Life Managers & General Agents Association April 28.

INDUSTRIAL

John Hancock Announces Some Important Changes

The John Hancock industrial department announces the retirement of Thomas Atkinson as manager at Cambridge, Mass., J. F. Dillon as manager at Whitinsville, Mass., and Ernest Redfearn as manager at Pittsfield, Mass. R. W. Carroll, now district manager at Utica, N. Y., will succeed Mr. Atkinson at Cambridge and Mr. Dillon will be succeeded by R. A. Dooley, now an assistant manager at Whitinsville. J. J. Lynch, formerly assistant to the manager at the Cambridge office, will become manager at Pittsfield. A. J. Mac-

Isaac, now assistant manager at Somerville, Mass., will go to Utica to succeed Manager Carroll.

Knights Life Changes

The Knights Life of Pittsburgh has opened its 22nd district in Pennsylvania. It is located in the Woods building at New Castle and will be in charge of home office special industrial canvasser, A. W. Carbon, who has been promoted.

Industrial Accident Policy

Imperial Life of Asheville, N. C., is now issuing a new general accident industrial policy, the standard weekly premium for which is 10 cents a week. The accidental death benefit provision is \$1,000 the first policy year, \$1,050 the second policy year and \$1,100 thereafter. The increased death benefit was made possible by eliminating the loss of eye, hand or foot clause. Regardless of age, white or colored, from birth to 65, the premium is standard at 10 cents weekly. Imperial Life continues to issue its former 5 cent accident policy.

Opens New Portland Offices

The American National has opened new industrial department offices in 500-504 Yeon building, Portland, Ore. The offices were opened by W. J. Riemann, expansion director. It expects to have a force of 30 industrial agents and supervisors in Portland.

Appeal Wisconsin Union Case

MADISON, WIS.—Attorneys for the Metropolitan Life have filed an appeal with the Dane county circuit court here from an order of the Wisconsin state labor board ordering the company to recognize for collective bargaining purposes the International Union of Life Insurance Agents, independent labor organization with members among industrial agents in Milwaukee, Racine and Kenosha. The company contends its agents are under individual contracts; that because of its national setup it is impractical to enter into local contracts and destroy uniformity, and that this would prevent accurate determination of costs to fix premium rates. The labor board decision against Prudential is also being appealed, while charges are still pending against John Hancock for refusal to bargain with union representatives.

Industrial Insurers Plan Meet

Two outside speakers will feature the 30th anniversary meeting of the Industrial Insurers Conference at the Edgewater Gulf Hotel at Edgewater Park, Miss., May 18-20. Superintendent Julian of Alabama, president of the National Association of Insurance Commissioners, and Commissioner Williams of Mississippi will talk, while the remainder of the program will be made up of talks by members of the conference. The first past president's dinner May 17 will inaugurate the session. C. A. Craig, board chairman National Life & Accident and senior past president of the conference, will preside.

The statistical committee is compiling facts and figures including agency turnover statistics, which will be discussed at the meeting.

Pacific National Life has got out an unusual tribute to **Ford E. Dunton**, its general agent in Spokane, Wash., in the form of a 32-page publication dedicated to Mr. Dunton and to Associate General Agent A. W. Schalkau. The occasion was the fact that the Dunton agency has produced \$1,000,000 of life insurance since its inception in April, 1936. The booklet contains testimonials from Governor Martin of Washington, Commissioner Sullivan of that state, Commissioner Neslen of Utah, Spokane chamber of commerce, Hotel Utah and others. It has many pictures of Washington scenes.

Sales Ideas and Suggestions

Practical Sales Methods for Present Slump Are Told

Seven practical suggestions for getting into adequate production this year were made by J. Hawley Wilson, Peoria, Ill., newly appointed general agent Massachusetts Mutual at Oklahoma City and trustee National Association of Life Underwriters, in a talk at the "Parade of Stars" sales congress of the Chicago Association of Life Underwriters this week.

He advised making a list of policyholders whose contracts participate in initial dividends during the first half of this year; scanning each application completed during the last six months for prospect possibilities; pursuing clientele who feel they have reached the saturation point; closing some salary savings cases this year; checking policyholders who for several years have arranged for their life insurance to be liquidated under the interest option; listing clients who last year eliminated any accommodation charges on their contracts, and definitely establishing a quota of new business for this year.

New Blood Urgently Needed

May represents the breaking point for most agents this year, he said. The majority have pumped their prospect lists dry and during the last 90 days mainly have been occupied in attempting to deliver business applied for prior to the rate and option changes at the first of the year. Very little attention apparently has been paid to injecting new blood into the prospect inventory, he said.

A practical way to swing back to quota is to step up the preliminary interviews with new prospects. "Many of us could profitably assume we were moving to a new community and spend a good part of our time prospecting in new avenues. When my prospect list has been depleted I have taken a full day to contact my best center of influence, asking him if he were to start life insurance selling today whom would he consider his first two prospects to approach."

Dividends Pay for Additions

Mr. Wilson always offers when he sells participating life insurance to ask for automatic election of the option to allow dividends to accumulate at interest. This he said permits explaining to many of his clients where dividends are sufficient to sustain the premium on \$1,000 or more that they may authorize the company automatically to provide for this additional protection which will be paid for in future in dividends. He said agents would be surprised in checking over completed applications for several months, securing data on family history and other facts, how many new prospects can be secured that way.

In connection with 30 applications this year he secured 11 good prospects, two of whom have bought insurance from him. Most agents have clients owning retirement income plans who feel they have adequate pensions but can be induced to move up the maturity dates five or ten years. Occasionally a new contract can be sold to start an income earlier without disturbing the other insurance. Salary savings solicitation, Mr. Wilson finds, is a decided tonic in restoring the habit of closing business, for even smaller salary savings cases involve ten to 15 applications.

With continued drop in interest rates on life insurance proceeds—a slump of as much as 40 percent in the last six or seven years—many brokers need additional income. Where the individual cannot afford to pay the additional pre-

miums involved in increasing his income from life insurance, Mr. Wilson has been successful in selling an amount of family maintenance insurance, having the commuted amount paid out for seven to ten years until the children will be through college.

Many people pay life insurance premiums on a quarterly or semi-annual basis. The interest charge, Mr. Wilson said, actually amounts to the equivalent of 8.2 per cent to 17 percent, depending upon the company. The agent who presents the idea of eliminating this accommodation charge may convince his clients to extend their life insurance holdings on the savings. In the case of a Peoria physician whom Mr. Wilson sold, this charge amounted to \$38.70 annually. Another man who owned \$50,000 term was paying \$54.10 additional each year in accommodation charge.

Drive on Lump Sum Policies Offers Timely Approach

In recognition of the fact that in many companies the year end drive for business based on the Jan. 1 effective date of rate and policy option changes caused agents to exhaust their prospect lists, the Continental American Life is in the midst of a prospect list rebuilding drive which is founded on four well known facts:

1. Most people are quick to listen to ideas on getting more for their money.
2. Persons who own any life insurance are invariably willing to talk about their present policies.
3. Everybody who owns life insurance has at least one policy payable in a lump sum.
4. 99 percent of all families, if the husband should die, would need more income than they would get.

Campaign Against Lump Sum

Continental American is urging its agents in a bulletin outlining the suggested approach to concentrate on people who have life insurance payable in a single lump sum. It is a well known fact that a large proportion of American life insurance is thus payable. The plan ties in with the universal call for more assured income.

"These lump sum policies," Continental American points out, "regardless of the purpose they were bought for, contain the very thing the prospect wants more of—income for his family. Every cleanup or mortgage policy, or policy to be settled in cash upon death, contains income rates which are more favorable than the rates in any policy which the prospect can buy now. Do you see the possibilities of merely calling this simple fact to the attention of every prospect and policyholder?"

The company suggests that the agents simply offer to show the prospect how he could take advantage of certain increased values that he does not realize he has, then suggest putting an income settlement on the lump sum policies and replacing them with new insurance. If this idea is put to work it will sell a large number of new policies for cash purposes and open up a discussion of the whole income problem.

The agents who use an estate planning approach, Continental American

This is a painless way of acquiring new insurance, Mr. Wilson said.

A brand new field for most agents which would serve to take them out of the rut is juvenile, he said. Most agents solicit in their particular age bracket. It is profitable to solicit juvenile insurance. The prospect files of most producers will show many juvenile prospects.

He urged two goals, securing at least one paid for application weekly and selling the amount of business which the individual had selected as his weekly quota. To sell insurance weekly is to be more "closing minded." Mr. Wilson schedules his best interviews for the first three days of the week. He employs a simple audit which shows a breakdown of the life insurance owned and a picture of the general estate. This has been responsible for closing about 80 percent of his production over the last 15 years.

Another good approach he gave was many people buying homes on the FHA or other basis. He suggested adding 1 percent to the loan interest to take care of the indebtedness in case of the policyholder's premature death.

Success Factors Outlined at Franklin Life Meeting

CLEVELAND—J. W. Wilson, manager Ohio agency of the Franklin Life outlined factors of success in a talk to the annual sales meeting.

"Success," said Mr. Wilson, "is in itself a big thing, and yet it is made up of little things. In life insurance, there are no short cuts to success. When a man's production is sick, a complete reorganization is needed."

"Five big considerations in selling life insurance are, knowledge of the business which inspires confidence and respect; love of work which inspires enthusiasm and keeps us going; prospecting ability which may solve our greatest problem; correct approach which will sell the appointment; and a proper interview technique which considers the problems of the prospect and endeavors to meet them. "The man with the proper mental attitude, who has the courage and persistence to deliver the goods, will make a success."

Abels Gives Program

James Abels, agency director, gave a practical program for successful selling. "You must have a program well planned. This means a proper plan of study, of prospecting, of presentation and of procedure. You should know where you are going today, tomorrow, next month, in order to reach the goal you desire at the end of the year."

"There are certain fundamentals which the life salesman should know to make a success, and a more advanced knowledge is very desirable. All this requires study. Knowing the problems of the prospect and the life insurance solution, indicates the manner of presentation. You must apply the knowledge you have, or you get nowhere."

Three Success Fundamentals

I. D. Wallington, Ohio manager for the Illinois Bankers Life, was a guest speaker. "I learned long ago," he said, "that the fundamentals of life insurance selling are no different from other fields of selling. All business demands the same fundamentals—intelligent work, initiative and knowledge."

"Prospecting is a cataloguing of leads from many sources. They are everywhere for the alert underwriter. We must, of course, not overlook the age changes, the birthdays and opportunities for congratulations and good will contacts."

"Life is a series of habits. We should get into the habit of planning our work. Working your plan is the next step after planning your work. One of the greatest problems is being your own boss. Office time as a rule is unproductive. It is easy to alibi and easy to loaf but it is unfair to your family, the company and yourself. If you don't close a case, it is your own fault. It is no disgrace to be turned down but it is a disgrace to lay down after the turn down. Take it on the nose and come back."

"Selling insurance requires a combination of headwork and footwork. Before the call, you should learn all you can about the prospect. Get his interest and keep it when the proper time comes, close hard. If you don't close, you are only making sales for the other fellow."

the first time in years you are literally surrounded with salable prospects. The only question is who to begin on. Begin on somebody today—and start the ball rolling."

Careful Planning Will Get Results, Bolster Contends

Consistent production may be obtained only through careful planning and hard work, Calvin L. Bolster, football and basketball official and Equitable Society agent in Pittsburgh, told the New Castle branch of the Pittsburgh Life Underwriters Association.

Mr. Bolster, who has averaged more than 60 cases a year during the last 15 years, sets up a quota or definite program for the year, listing the number of cases to be obtained in each of five classifications.

He believes in a limited pay life policy, and emphasizes to his prospects the desirability of working toward a specific time at which premium payments will mature, rather than continuing payments until death. He stated that he spends one to two hours a day on conservation work, with the result that he has a persistency record of 95 percent. He advised against posing as an expert in all phases of the business, but suggested calling in an expert on joint work.

Marks Assistant Controller

Louis Marks, who has been with the Kansas City Life since 1936 in the actuarial, policyholder's service, and accounting departments, has been named assistant controller. He was for 16 years with the Continental Life of St. Louis, eight years as secretary.

Williams Seeks Renomination

John Sharp Williams, III, has announced that he will seek renomination in the Democratic primaries in August for Mississippi commissioner. He was formerly a local agent in Yazoo City.

Earl S. Rappaport, Pacific Mutual, Chicago, won 12th place countrywide since his agency was opened March 15.

J. M. Ehle to Head Round Table

(CONTINUED FROM PAGE 4)

public. Prestige building factors are a knowledge of the business, willingness to serve in civic affairs and religious work within reasonable limits, ethical practices in selling, desire to serve policyholders whether the policy be small or large, and sincerity in presenting the values and services of life insurance.

"What the Fieldman Expects of the Home Office" was presented in a skit by Karl Ljung, superintendent of agencies, and O. P. Schnabel, San Antonio manager, of the Jefferson Standard Life.

"What About Awards?" was presented through questions asked by Martin J. Mullen, director of publicity General American Life, answered by John M. Ehle, advertising manager Imperial Life.

In "Telling the World," Clark W. Thompson, public relations counsel American National, told of the importance of creating good will. He illustrated the building of ill feeling through the making of promises which were not fulfilled. While the cause of ill will is not always apparent, a careful study by an intelligent observer will often reveal an unexpected and unthought of cause which when corrected wins public favor that may result in the saving of large amounts of money.

The meeting closed with a luncheon, Cuatro En Una Comida, at which the knights of the round table were guests of the San Antonio Life Underwriters Association. C. C. Fleming, Life of Virginia, was toastmaster.

Walter C. Woodward, chairman Texas insurance commission, assured those present that he will put forth every effort to assure the insurance buy-

ing public that only legitimate life insurance is sold.

"Billions of Dollars by Mail" was discussed by D. D. Richards, director of public relations Sears-Roebuck Company, through a description of the methods employed in preparing a catalogue which uses word and color effects to create effective visual selling.

C. C. Johnson, Advertising Federation of America, talked on the "Nude Deal in Advertising."

C. E. Becker, president Great American Life of San Antonio, and Mrs. Becker, were hosts to the round table at a ranch party.

The final event of the convention was when Dr. Aureliano Urrutia, a former Mexican cabinet officer and a noted surgeon acted as host to the members of the round table and local life underwriters.

Bruce Trotter, chairman exhibits committee, presented awards which follow:

Insurance Journal Advertising—Life of Virginia and Provident L. & A.

Magazine Advertising—Life of Virginia and Provident L. & A.

Newspaper Advertising—Business Men's Assurance, Jefferson Standard and Protective Life.

Sales Promotion—Jefferson Standard, Pan American Life and Pilot Life.

Direct Mail—Pilot Life and Provident L. & A.

Printed Material—Jefferson Standard, Life of Virginia and Pan-American.

Publications to Agents—Great Southern Life, Jefferson Standard and Pan-American Life.

Weekly Publications to Agents—Business Men's Assurance, Home Beneficial and Life & Casualty.

Publications to Policyholders—National L. & A. and Southland Life.

Recruiting Material—Pilot Life and Provident L. & A.

Conservation—Provident L. & A.

Annual Statements—Great Southern, Life of Virginia and Pan-American.

ROUND TABLE BREVITIES

New Orleans was selected as the 1940 convention city.

Eustace Brock of the Great-West Life of Winnipeg was farther from home than any other visitor.

Mrs. O. P. Schnabel, wife of the San Antonio general agent of the Jefferson Standard, was hostess to the visiting ladies.

Rex Magee and Karl Ljung were the leaders of a group which visited Monterrey, Mexico, following the adjournment of the Round Table.

Rex Magee, advertising manager Lamar Life, spoke before a joint meeting of the Beaumont and Port Arthur Associations of Life Underwriters at Port Arthur, Tex., and addressed the Beaumont, Tex., Kiwanis Club, while on his way to the Southern Round Table.

Proper Use of Psychological Test

(CONTINUED FROM PAGE 1)

centage of lying as a high degree of satisfactory adjustment. Low rating may mean that the individual is dull mentally or merely that he is emotionally upset and can not give a fair picture of his mental abilities at this moment.

"The home offices will reach the point of view where they will employ reputable psychologists to give them valuable opinions on men who seek to sell insurance. These psychologists will, of course, give tests, but they will do much more than that. They will sit down with the prospective salesman and get his whole life story. They will look back across the span of his life; they will acquaint themselves with his abilities, his fears, his home life—what he does for recreation, and hundreds of additional factors which give an understanding of the individual. When the psychologist has done all of this, he is then in a position to give advice which will be of practical value to the general agent and to the salesman.

"Psychology as it applies to selling insurance will, in the future, take what

CONVENTION DATES

April 27-28—Eastern Conference, Life Office Management Association, Hotel New Yorker, New York City.

May 3—Insurance Division, U. S. Chamber of Commerce, Washington, D. C.

May 4-6—Ohio State Life Underwriters Association, Deshler-Wallick Hotel, Columbus.

May 5-6—Illinois State Life Insurance Congress, Joliet.

May 11—Michigan State Life Underwriters Association Meeting, Lansing.

May 11-12—North Central Round Table Conference, Life Advertisers Association, Elms Hotel, Excelsior Springs, Mo.

May 16—Insurance Advertising Conference, Hotel Pennsylvania, New York City.

May 18-19—50th Anniversary Actuarial Society of America, Waldorf Astoria Hotel, New York City.

May 18-20—Annual Meeting Industrial Insurers Conference, Edgewater Gull Hotel, Edgewater Park, Miss.

May 22-23—American Management Association, Insurance Group, Claridge Hotel, Atlantic City, N. J.

May 23-25—Health & Accident Underwriters Conference, Hotel Statler, Boston.

May 23-27—Special Libraries Association, Lord Baltimore Hotel, Baltimore.

June 1-3—Texas State Life Underwriters Association, San Angelo.

June 1-2—American Institute of Actuaries, Edgewater Beach Hotel, Chicago.

June 8-9—Canadian Life Insurance Officers Association, Royal-York Hotel, Toronto.

June 20-22—National Association of Insurance Commissioners, Hotel Fairmont, San Francisco.

June 27-29—Medical Section, American Life Convention, Hot Springs, Va.

July 3-4—Association of Life Insurance Counsel, Hot Springs, Ark.

July 12-13—National Negro Insurance Association, Los Angeles.

Sept. 27-29—National Association of Life Underwriters, St. Louis.

might be called the clinical approach. This enables the general agent to spend time using whatever the psychologists can give him and enables the psychologist to be more a scientist and less an attempting-to-be miracle worker."

Some of the most common factors among successful insurance salesmen, he said, are 1. ability to make rapid adjustments to major difficulties; 2. high degree of imagination; 3. ability as a public speaker; 4. a strong sense of humor; 5. an enriched vocabulary; 6. living habitually in a friendly world.

The speaker dismissed the theory that successful agents are "thick-skinned" and cannot be insulted.

They are extremely sensitive, quick to sense when a client changes his attitude, he said. They tend to keep a finger on the client's reactions and do not overstay their welcome. If he is important and has important matters on his mind, the salesman is first to suggest that he is in a hurry and will call him soon, but hurries off on his own initiative. This quick sensing of client's attitude has caused some to conclude that the salesman is not highly sensitive.

Scouts Theory of Born Salesman

Another common theory that is untrue, he contended, is that successful salesmen are "just natural-born salesmen."

"This idea," he declared, "grows out of lack of an adequate appreciation of the struggle and adjustment that an insurance salesman must make.

"I would like to emphasize the importance of the modern training programs which many companies are providing. Take all the training your company provides, and ask for more. There is in recent months a growing interest in the use of sound slide film in sales training.

"We are not to conclude that anyone who has the six traits that I have mentioned is certain to be a successful salesman. It simply means that these are the most frequent traits among successful salesmen."

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THE HOTEL
Coronado
IN ST. LOUIS

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yet in quiet surroundings,
this hotel is the social rendezvous of Saint
Louis, as well as the selection of sophisticated
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